

REGULATED SECURITY SOLUTIONS
Supervisor Effectiveness Program

Name of Person Evaluated: Jorge Perez Job Position: Supervisor

Date Review Initiated: _____ Date Review Completed: _____

PERFORMANCE CRITERIA 1 – Performance Evaluation Process
Rate performance in this Criteria as follows:
1 Unsatisfactory
2 Marginal – needs improvement
3 Meets minimum requirements and expectations
4 Meets and slightly exceeds requirements and expectations
5 Meets and exceeds requirements and expectations

SCOPE	OBJECTIVES
The scope of this criteria is to evaluate Performance Reviews.	(1) Review the individual supervisor's performance evaluation.
	(2) Review the quality of the performance reviews the supervisor provides for the personnel they supervise.

REQUIREMENTS	Note Completion of Criteria and Comments that Support Score (reference the specific issue)	Score
1.1 Review supervisor performance for high level, adequate level, and low level performance. Note issues of low level performance in particular.		4
1.2 Review supervisor feedback to subordinates – positive, negative, objective, balanced, etc.		3
1.3 Review supervisor rating of subordinates – rating of team balanced, not skewed, provides specific feedback		4
1.4 Review performance observations – look at both positive and negative performance		3

Project Manager:

Signature

Date

Operations Coordinator:

Signature

Date

Training Coordinator:

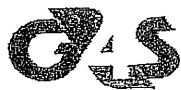
Signature

Date

Leadership Development Manager:

Signature

Date



REGULATED SECURITY SOLUTIONS **Supervisor Effectiveness Program**

Name of Person Evaluated: Jorge Perez Job Position: Supervisor

Date Review Initiated: _____ Date Review Completed: _____

PERFORMANCE CRITERIA 2 – Development of Personnel

Rate performance in this Criteria as follows:

- 1 Unsatisfactory
- 2 Marginal – needs improvement
- 3 Meets minimum requirements and expectations
- 4 Meets and slightly exceeds requirements and expectations
- 5 Meets and exceeds requirements and expectations

SCOPE

The scope of this criteria is to evaluate the documented activities performed by supervisors to provide development to their subordinates.

OBJECTIVES

- (1) Review appropriate training records.
- (2) Review other documentation that captures development activity performed by supervisors.

REQUIREMENTS	Note Completion of Criteria and Comments that Support Score (reference the specific issue)	Score
2.1 Supervisor completed all assigned training or development tasks for development of subordinates.		4
2.2 Supervisor developed or presented training or development to address individual or team issues	Very difficult time addressing peer group; very low presentation skills; difficulty answering questions "in the moment."	1
2.3 Supervisor provided coaching or counseling to improve performance.		3

Project Manager:

Signature

Date

Operations Coordinator:

Signature

Date

Training Coordinator:

Signature

Date

Leadership Development Manager:

Signature

Date



REGULATED SECURITY SOLUTIONS Supervisor Effectiveness Program

Name of Person Evaluated: Jorge Perez Job Position: Supervisor

Date Review Initiated: _____ Date Review Completed: _____

PERFORMANCE CRITERIA 3 – Team Performance

Rate performance in this Criteria as follows:

- 1 Unsatisfactory
- 2 Marginal – needs improvement
- 3 Meets minimum requirements and expectations
- 4 Meets and slightly exceeds requirements and expectations
- 5 Meets and exceeds requirements and expectations

SCOPE

The scope of this criteria is to evaluate the overall performance of the team of subordinates.

OBJECTIVES

- (1) Review performance records of the group of people that the supervisor lead.
- (2) Identify team performance trends both positive and negative.

REQUIREMENTS	Note Completion of Criteria and Comments that Support Score (reference the specific issue)	Score
3.1 Review team personnel records for positive or above expectations performance.		3
3.2 Review team personnel records for disciplinary issues or trend.		4
3.3 Evaluate overall team performance.		3

Project Manager:

Signature

Date

Operations Coordinator:

Signature

Date

Training Coordinator:

Signature

Date

Leadership Development Manager:

Signature

Date



REGULATED SECURITY SOLUTIONS **Supervisor Effectiveness Program**

Name of Person Evaluated: Jorge Perez Job Position: Supervisor

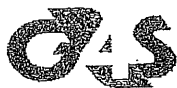
Date Review Initiated: _____ Date Review Completed: _____

PERFORMANCE CRITERIA 4 – Assessment Results and Progress on Development
Rate performance in this Criteria as follows:
1 Unsatisfactory
2 Marginal – needs improvement
3 Meets minimum requirements and expectations
4 Meets and slightly exceeds requirements and expectations
5 Meets and exceeds requirements and expectations

SCOPE	OBJECTIVES
The scope of this criteria is to evaluate the results of various assessment tools used to identify leadership and supervisory knowledge and skills.	(1) Review assessment results
	(2) Review progress on individual development plans

REQUIREMENTS	Note Completion of Criteria and Comments that Support Score (reference the specific issue)	Score
4.1 Review results of Management Development Questionnaire – look for scores consistently 4 and below	A steady performer.	4
4.2 Review results of DDI Interview – look for consistently low ratings	Difficulty in speaking up.	2
4.3 Review progress on Individual Development Plan – how much has been done depending on when issued		4

Project Manager:	_____	_____
	Signature	Date
Operations Coordinator:	_____	_____
	Signature	Date
Training Coordinator:	_____	_____
	Signature	Date
Leadership Development Manager:	_____	_____
	Signature	Date



REGULATED SECURITY SOLUTIONS Supervisor Effectiveness Program

Name of Person Evaluated: Jorge Perez Job Position: Supervisor

Date Review Initiated: _____ Date Review Completed: _____

PERFORMANCE CRITERIA 5-Training

Rate performance in this Criteria as follows:

- 1 Unsatisfactory
- 2 Marginal – needs improvement
- 3 Meets minimum requirements and expectations
- 4 Meets and slightly exceeds requirements and expectations
- 5 Meets and exceeds requirements and expectations

SCOPE

The scope of this criteria is to evaluate the satisfactory completion of training and qualifications.

OBJECTIVES

- (1) Review training records for satisfactory or above completion of training.
- (2) Review training records for de-certifications and/or remedial training.

REQUIREMENTS	Note Completion of Criteria and Comments that Support Score (reference the specific issue)	Score
5.1 Review training records for completion of training – is it consistently at a high level or consistently at near minimum passing.		4
5.2 Review training records for satisfactory completion of the following: - New Hire Supervisor - Leadership Development Program - Voluntary Harvard online courses - Other supervisory training programs - Training and Qualification requirements		4
5.3 Review records for de-certification and/or remedial training – note problem skills areas and any consistent trend of failure.		4

Project Manager:

Signature

Date

Operations Coordinator:

Signature

Date

Training Coordinator:

Signature

Date

Leadership Development Manager:

Signature

Date



REGULATED SECURITY SOLUTIONS Supervisor Effectiveness Program

Name of Person Evaluated: Josh Zechman Job Position: Supervisor

Date Review Initiated: _____ Date Review Completed: _____

PERFORMANCE CRITERIA 1 – Performance Evaluation Process

Rate performance in this Criteria as follows:

- 1 Unsatisfactory
- 2 Marginal – needs improvement
- 3 Meets minimum requirements and expectations
- 4 Meets and slightly exceeds requirements and expectations
- 5 Meets and exceeds requirements and expectations

SCOPE

The scope of this criteria is to evaluate Performance Reviews.

OBJECTIVES

- (1) Review the individual supervisor's performance evaluation.
- (2) Review the quality of the performance reviews the supervisor provides for the personnel they supervise.

REQUIREMENTS	Note Completion of Criteria and Comments that Support Score (reference the specific issue)	Score
1.1 Review supervisor performance for high level, adequate level, and low level performance. Note issues of low level performance in particular.	Call-outs	3
1.2 Review supervisor feedback to subordinates – positive, negative, objective, balanced, etc.		4
1.3 Review supervisor rating of subordinates – rating of team balanced, not skewed, provides specific feedback		4
1.4 Review performance observations – look at both positive and negative performance		4

Project Manager:

Signature

Date

Operations Coordinator:

Signature

Date

Training Coordinator:

Signature

Date

Leadership Development Manager:

Signature

Date



REGULATED SECURITY SOLUTIONS
Supervisor Effectiveness Program

Name of Person Evaluated: Josh Zechman Job Position: Supervisor

Date Review Initiated: _____ Date Review Completed: _____

PERFORMANCE CRITERIA 2 -- Development of Personnel
Rate performance in this Criteria as follows:
1 Unsatisfactory
2 Marginal -- needs improvement
3 Meets minimum requirements and expectations
4 Meets and slightly exceeds requirements and expectations
5 Meets and exceeds requirements and expectations

SCOPE

The scope of this criteria is to evaluate the documented activities performed by supervisors to provide development to their subordinates.

OBJECTIVES

- (1) Review appropriate training records.
- (2) Review other documentation that captures development activity performed by supervisors.

REQUIREMENTS	Note Completion of Criteria and Comments that Support Score (reference the specific issue)	Score
2.1 Supervisor completed all assigned training or development tasks for development of subordinates.		4
2.2 Supervisor developed or presented training or development to address individual or team issues		4
2.3 Supervisor provided coaching or counseling to improve performance.		4

Project Manager:

Signature

Date

Operations Coordinator:

Signature

Date

Training Coordinator:

Signature

Date

Leadership Development Manager:

Signature

Date



REGULATED SECURITY SOLUTIONS
Supervisor Effectiveness Program

Name of Person Evaluated: Josh Zechman Job Position: Supervisor

Date Review Initiated: _____ Date Review Completed: _____

PERFORMANCE CRITERIA 3 – Team Performance

Rate performance in this Criteria as follows:

- 1 Unsatisfactory
- 2 Marginal – needs improvement
- 3 Meets minimum requirements and expectations
- 4 Meets and slightly exceeds requirements and expectations
- 5 Meets and exceeds requirements and expectations

SCOPE

The scope of this criteria is to evaluate the overall performance of the team of subordinates.

OBJECTIVES

- (1) Review performance records of the group of people that the supervisor lead.
- (2) Identify team performance trends both positive and negative.

REQUIREMENTS	Note Completion of Criteria and Comments that Support Score (reference the specific issue)	Score
3.1 Review team personnel records for positive or above expectations performance.		4
3.2 Review team personnel records for disciplinary issues or trend.		4
3.3 Evaluate overall team performance.		4

Project Manager:

Signature

Date

Operations Coordinator:

Signature

Date

Training Coordinator:

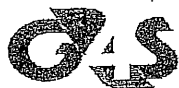
Signature

Date

Leadership Development Manager:

Signature

Date



REGULATED SECURITY SOLUTIONS
Supervisor Effectiveness Program

Name of Person Evaluated: Josh Zechman Job Position: Supervisor

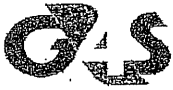
Date Review Initiated: _____ Date Review Completed: _____

PERFORMANCE CRITERIA 4 – Assessment Results and Progress on Development
Rate performance in this Criteria as follows:
1 Unsatisfactory
2 Marginal – needs improvement
3 Meets minimum requirements and expectations
4 Meets and slightly exceeds requirements and expectations
5 Meets and exceeds requirements and expectations

SCOPE The scope of this criteria is to evaluate the results of various assessment tools used to identify leadership and supervisory knowledge and skills.	OBJECTIVES (1) Review assessment results (2) Review progress on individual development plans
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REQUIREMENTS	Note Completion of Criteria and Comments that Support Score (reference the specific issue)	Score
4.1 Review results of Management Development Questionnaire – look for scores consistently 4 and below		4
4.2 Review results of DDI Interview – look for consistently low ratings		4
4.3 Review progress on Individual Development Plan – how much has been done depending on when issued		4

Project Manager:	_____	_____
	Signature	Date
Operations Coordinator:	_____	_____
	Signature	Date
Training Coordinator:	_____	_____
	Signature	Date
Leadership Development Manager:	_____	_____
	Signature	Date



REGULATED SECURITY SOLUTIONS **Supervisor Effectiveness Program**

Name of Person Evaluated: Josh Zechman Job Position: Supervisor

Date Review Initiated: _____ Date Review Completed: _____

PERFORMANCE CRITERIA 5 – Training

Rate performance in this Criteria as follows:

- 1 Unsatisfactory
- 2 Marginal -- needs improvement
- 3 Meets minimum requirements and expectations
- 4 Meets and slightly exceeds requirements and expectations
- 5 Meets and exceeds requirements and expectations

SCOPE

The scope of this criteria is to evaluate the satisfactory completion of training and qualifications.

OBJECTIVES

- (1) Review training records for satisfactory or above completion of training.
- (2) Review training records for de-certifications and/or remedial training.

REQUIREMENTS	Note Completion of Criteria and Comments that Support Score (reference the specific issue)	Score
5.1 Review training records for completion of training – is it consistently at a high level or consistently at near minimum passing.		4
5.2 Review training records for satisfactory completion of the following: - New Hire Supervisor - Leadership Development Program - Voluntary Harvard online courses - Other supervisory training programs - Training and Qualification requirements		4
5.3 Review records for de-certification and/or remedial training – note problem skills areas and any consistent trend of failure.		4

Project Manager:

Signature

Date

Operations Coordinator:

Signature

Date

Training Coordinator:

Signature

Date

Leadership Development Manager:

Signature

Date



REGULATED SECURITY SOLUTIONS
Supervisor Effectiveness Program

Name of Person Evaluated: Charlotte Johnson Job Position: Captain

Date Review Initiated: _____ Date Review Completed: _____

PERFORMANCE CRITERIA 1 – Performance Evaluation Process
Rate performance in this Criteria as follows:
1 Unsatisfactory
2 Marginal – needs improvement
3 Meets minimum requirements and expectations
4 Meets and slightly exceeds requirements and expectations
5 Meets and exceeds requirements and expectations

<u>SCOPE</u> The scope of this criteria is to evaluate Performance Reviews.	<u>OBJECTIVES</u> (1) Review the individual supervisor's performance evaluation. (2) Review the quality of the performance reviews the supervisor provides for the personnel they supervise.
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REQUIREMENTS	Note Completion of Criteria and Comments that Support Score (reference the specific issue)	Score
1.1 Review supervisor performance for high level, adequate level, and low level performance. Note issues of low level performance in particular.	Has difficulty with approachability.	3
1.2 Review supervisor feedback to subordinates – positive, negative, objective, balanced, etc.	Feedback too negative. Not enough positive.	3
1.3 Review supervisor rating of subordinates – rating of team balanced, not skewed, provides specific feedback		3
1.4 Review performance observations – look at both positive and negative performance		3

Project Manager:

Signature

Date

Operations Coordinator:

Signature

Date

Training Coordinator:

Signature

Date

Leadership Development Manager:

Signature

Date



REGULATED SECURITY SOLUTIONS **Supervisor Effectiveness Program**

Name of Person Evaluated: Charlotte Johnson Job Position: Captain

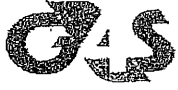
Date Review Initiated: _____ Date Review Completed: _____

PERFORMANCE CRITERIA 2 – Development of Personnel
Rate performance in this Criteria as follows:
1 Unsatisfactory
2 Marginal – needs improvement
3 Meets minimum requirements and expectations
4 Meets and slightly exceeds requirements and expectations
5 Meets and exceeds requirements and expectations

SCOPE	OBJECTIVES
The scope of this criteria is to evaluate the documented activities performed by supervisors to provide development to their subordinates.	(1) Review appropriate training records. (2) Review other documentation that captures development activity performed by supervisors.

REQUIREMENTS	Note Completion of Criteria and Comments that Support Score (reference the specific issue)	Score
2.1 Supervisor completed all assigned training or development tasks for development of subordinates.		5
2.2 Supervisor developed or presented training or development to address individual or team issues	During briefings, doesn't project voice; monotone; needs practice giving presentations, teaching, and answering questions.	2
2.3 Supervisor provided coaching or counseling to improve performance.		4

Project Manager:	_____	_____
	Signature	Date
Operations Coordinator:	_____	_____
	Signature	Date
Training Coordinator:	_____	_____
	Signature	Date
Leadership Development Manager:	_____	_____
	Signature	Date



REGULATED SECURITY SOLUTIONS
Supervisor Effectiveness Program

Name of Person Evaluated: Charlotte Johnson Job Position: Captain

Date Review Initiated: _____ Date Review Completed: _____

PERFORMANCE CRITERIA 3 – Team Performance

Rate performance in this Criteria as follows:

- 1 Unsatisfactory
- 2 Marginal – needs improvement
- 3 Meets minimum requirements and expectations
- 4 Meets and slightly exceeds requirements and expectations
- 5 Meets and exceeds requirements and expectations

SCOPE

The scope of this criteria is to evaluate the overall performance of the team of subordinates.

OBJECTIVES

- (1) Review performance records of the group of people that the supervisor lead.
- (2) Identify team performance trends both positive and negative.

REQUIREMENTS	Note Completion of Criteria and Comments that Support Score (reference the specific issue)	Score
3.1 Review team personnel records for positive or above expectations performance.		3
3.2 Review team personnel records for disciplinary issues or trend.		4
3.3 Evaluate overall team performance.		3

Project Manager:	_____	_____
	Signature	Date
Operations Coordinator:	_____	_____
	Signature	Date
Training Coordinator:	_____	_____
	Signature	Date
Leadership Development Manager:	_____	_____
	Signature	Date



REGULATED SECURITY SOLUTIONS **Supervisor Effectiveness Program**

Name of Person Evaluated: Charlotte Johnson Job Position: Captain

Date Review Initiated: _____ Date Review Completed: _____

PERFORMANCE CRITERIA 4 – Assessment Results and Progress on Development
Rate performance in this Criteria as follows:
1 Unsatisfactory
2 Marginal – needs improvement
3 Meets minimum requirements and expectations
4 Meets and slightly exceeds requirements and expectations
5 Meets and exceeds requirements and expectations

SCOPE	OBJECTIVES
The scope of this criteria is to evaluate the results of various assessment tools used to identify leadership and supervisory knowledge and skills.	(1) Review assessment results
	(2) Review progress on individual development plans

REQUIREMENTS	Note Completion of Criteria and Comments that Support Score (reference the specific issue)	Score
4.1 Review results of Management Development Questionnaire – look for scores consistently 4 and below	Overuses authority/presence.	3
4.2 Review results of DDI Interview – look for consistently low ratings		3
4.3 Review progress on Individual Development Plan – how much has been done depending on when issued		3

Project Manager:	_____	_____
	Signature	Date
Operations Coordinator:	_____	_____
	Signature	Date
Training Coordinator:	_____	_____
	Signature	Date
Leadership Development Manager:	_____	_____
	Signature	Date



REGULATED SECURITY SOLUTIONS Supervisor Effectiveness Program

Name of Person Evaluated: Charlotte Johnson Job Position: Captain

Date Review Initiated: _____ Date Review Completed: _____

PERFORMANCE CRITERIA 5 – Training

Rate performance in this Criteria as follows:

- 1 Unsatisfactory
- 2 Marginal – needs improvement
- 3 Meets minimum requirements and expectations
- 4 Meets and slightly exceeds requirements and expectations
- 5 Meets and exceeds requirements and expectations

SCOPE

The scope of this criteria is to evaluate the satisfactory completion of training and qualifications.

OBJECTIVES

- (1) Review training records for satisfactory or above completion of training.
- (2) Review training records for de-certifications and/or remedial training.

REQUIREMENTS	Note Completion of Criteria and Comments that Support Score (reference the specific issue)	Score
5.1 Review training records for completion of training – is it consistently at a high level or consistently at near minimum passing.		4
5.2 Review training records for satisfactory completion of the following: - New Hire Supervisor - Leadership Development Program - Voluntary Harvard online courses - Other supervisory training programs - Training and Qualification requirements		4
5.3 Review records for de-certification and/or remedial training – note problem skills areas and any consistent trend of failure.		4

Project Manager:

Signature

Date

Operations Coordinator:

Signature

Date

Training Coordinator:

Signature

Date

Leadership Development Manager:

Signature

Date



REGULATED SECURITY SOLUTIONS
Supervisor Effectiveness Program

Name of Person Evaluated: Lester Aguirre Job Position: Supervisor

Date Review Initiated: _____ Date Review Completed: _____

PERFORMANCE CRITERIA 1 – Performance Evaluation Process
Rate performance in this Criteria as follows:
1 Unsatisfactory
2 Marginal – needs improvement
3 Meets minimum requirements and expectations
4 Meets and slightly exceeds requirements and expectations
5 Meets and exceeds requirements and expectations

SCOPE The scope of this criteria is to evaluate Performance Reviews.	OBJECTIVES (1) Review the individual supervisor's performance evaluation. (2) Review the quality of the performance reviews the supervisor provides for the personnel they supervise.
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REQUIREMENTS	Note Completion of Criteria and Comments that Support Score (reference the specific issue)	Score
1.1 Review supervisor performance for high level, adequate level, and low level performance. Note issues of low level performance in particular.		4
1.2 Review supervisor feedback to subordinates – positive, negative, objective, balanced, etc.		4
1.3 Review supervisor rating of subordinates – rating of team balanced, not skewed, provides specific feedback		4
1.4 Review performance observations – look at both positive and negative performance		4

Project Manager:	_____	_____
	Signature	Date
Operations Coordinator:	_____	_____
	Signature	Date
Training Coordinator:	_____	_____
	Signature	Date
Leadership Development Manager:	_____	_____
	Signature	Date



REGULATED SECURITY SOLUTIONS Supervisor Effectiveness Program

Name of Person Evaluated: Lester Aguirre Job Position: Supervisor

Date Review Initiated: _____ Date Review Completed: _____

PERFORMANCE CRITERIA 2 – Development of Personnel

Rate performance in this Criteria as follows:

- 1 Unsatisfactory
- 2 Marginal – needs improvement
- 3 Meets minimum requirements and expectations
- 4 Meets and slightly exceeds requirements and expectations
- 5 Meets and exceeds requirements and expectations

SCOPE

The scope of this criteria is to evaluate the documented activities performed by supervisors to provide development to their subordinates.

OBJECTIVES

- (1) Review appropriate training records.
- (2) Review other documentation that captures development activity performed by supervisors.

REQUIREMENTS	Note Completion of Criteria and Comments that Support Score (reference the specific issue)	Score
2.1 Supervisor completed all assigned training or development tasks for development of subordinates.		4
2.2 Supervisor developed or presented training or development to address individual or team issues		4
2.3 Supervisor provided coaching or counseling to improve performance.		4

Project Manager:

Signature

Date

Operations Coordinator:

Signature

Date

Training Coordinator:

Signature

Date

Leadership Development Manager:

Signature

Date



REGULATED SECURITY SOLUTIONS
Supervisor Effectiveness Program

Name of Person Evaluated: Lester Aguirre Job Position: Supervisor
 Date Review Initiated: _____ Date Review Completed: _____

PERFORMANCE CRITERIA 3 – Team Performance

Rate performance in this Criteria as follows:

- 1 Unsatisfactory
- 2 Marginal – needs improvement
- 3 Meets minimum requirements and expectations
- 4 Meets and slightly exceeds requirements and expectations
- 5 Meets and exceeds requirements and expectations

SCOPE

The scope of this criteria is to evaluate the overall performance of the team of subordinates.

OBJECTIVES

- (1) Review performance records of the group of people that the supervisor lead.
- (2) Identify team performance trends both positive and negative.

REQUIREMENTS	Note Completion of Criteria and Comments that Support Score (reference the specific issue)	Score
3.1 Review team personnel records for positive or above expectations performance.		4
3.2 Review team personnel records for disciplinary issues or trend.		4
3.3 Evaluate overall team performance.		4

Project Manager:

Signature

Date

Operations Coordinator:

Signature

Date

Training Coordinator:

Signature

Date

Leadership Development Manager:

Signature

Date



REGULATED SECURITY SOLUTIONS
Supervisor Effectiveness Program

Name of Person Evaluated: Lester Aguirre Job Position: Supervisor

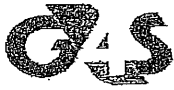
Date Review Initiated: _____ Date Review Completed: _____

PERFORMANCE CRITERIA 4 – Assessment Results and Progress on Development
Rate performance in this Criteria as follows:
1 Unsatisfactory
2 Marginal – needs improvement
3 Meets minimum requirements and expectations
4 Meets and slightly exceeds requirements and expectations
5 Meets and exceeds requirements and expectations

SCOPE The scope of this criteria is to evaluate the results of various assessment tools used to identify leadership and supervisory knowledge and skills.	OBJECTIVES (1) Review assessment results (2) Review progress on individual development plans
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REQUIREMENTS	Note Completion of Criteria and Comments that Support Score (reference the specific issue)	Score
4.1 Review results of Management Development Questionnaire – look for scores consistently 4 and below		4
4.2 Review results of DDI Interview – look for consistently low ratings		4
4.3 Review progress on Individual Development Plan – how much has been done depending on when issued		4

Project Manager:	_____	_____
	Signature	Date
Operations Coordinator:	_____	_____
	Signature	Date
Training Coordinator:	_____	_____
	Signature	Date
Leadership Development Manager:	_____	_____
	Signature	Date



REGULATED SECURITY SOLUTIONS **Supervisor Effectiveness Program**

Name of Person Evaluated: Lester Aguirre Job Position: Supervisor

Date Review Initiated: _____ Date Review Completed: _____

PERFORMANCE CRITERIA 5 – Training
Rate performance in this Criteria as follows:
1 Unsatisfactory
2 Marginal – needs improvement
3 Meets minimum requirements and expectations
4 Meets and slightly exceeds requirements and expectations
5 Meets and exceeds requirements and expectations

SCOPE	OBJECTIVES
The scope of this criteria is to evaluate the satisfactory completion of training and qualifications.	(1) Review training records for satisfactory or above completion of training. (2) Review training records for de-certifications and/or remedial training.

REQUIREMENTS	Note Completion of Criteria and Comments that Support Score (reference the specific issue)	Score
5.1 Review training records for completion of training – is it consistently at a high level or consistently at near minimum passing.		4
5.2 Review training records for satisfactory completion of the following: - New Hire Supervisor - Leadership Development Program - Voluntary Harvard online courses - Other supervisory training programs - Training and Qualification requirements		4
5.3 Review records for de-certification and/or remedial training -- note problem skills areas and any consistent trend of failure.		4

Project Manager:	_____	_____
	Signature	Date
Operations Coordinator:	_____	_____
	Signature	Date
Training Coordinator:	_____	_____
	Signature	Date
Leadership Development Manager:	_____	_____
	Signature	Date



REGULATED SECURITY SOLUTIONS **Supervisor Effectiveness Program**

Name of Person Evaluated: Ramesh Bhagarattee Job Position: Supervisor

Date Review Initiated: _____ Date Review Completed: _____

PERFORMANCE CRITERIA 1 – Performance Evaluation Process
Rate performance in this Criteria as follows:
1 Unsatisfactory
2 Marginal – needs improvement
3 Meets minimum requirements and expectations
4 Meets and slightly exceeds requirements and expectations
5 Meets and exceeds requirements and expectations

SCOPE

The scope of this criteria is to evaluate Performance Reviews.

OBJECTIVES

- (1) Review the individual supervisor's performance evaluation.
- (2) Review the quality of the performance reviews the supervisor provides for the personnel they supervise.

REQUIREMENTS	Note Completion of Criteria and Comments that Support Score (reference the specific issue)	Score
1.1 Review supervisor performance for high level, adequate level, and low level performance. Note issues of low level performance in particular.		4
1.2 Review supervisor feedback to subordinates – positive, negative, objective, balanced, etc.		4
1.3 Review supervisor rating of subordinates – rating of team balanced, not skewed, provides specific feedback		4
1.4 Review performance observations – look at both positive and negative performance		4

Project Manager:	_____	_____
	Signature	Date
Operations Coordinator:	_____	_____
	Signature	Date
Training Coordinator:	_____	_____
	Signature	Date
Leadership Development Manager:	_____	_____
	Signature	Date



REGULATED SECURITY SOLUTIONS **Supervisor Effectiveness Program**

Name of Person Evaluated: Ramesh Bhagarattee Job Position: Supervisor

Date Review Initiated: _____ Date Review Completed: _____

<p align="center">PERFORMANCE CRITERIA 2 – Development of Personnel</p> <p>Rate performance in this Criteria as follows:</p> <p>1 Unsatisfactory</p> <p>2 Marginal – needs improvement</p> <p>3 Meets minimum requirements and expectations</p> <p>4 Meets and slightly exceeds requirements and expectations</p> <p>5 Meets and exceeds requirements and expectations</p>

SCOPE

The scope of this criteria is to evaluate the documented activities performed by supervisors to provide development to their subordinates.

OBJECTIVES

- (1) Review appropriate training records.
- (2) Review other documentation that captures development activity performed by supervisors.

REQUIREMENTS	Note Completion of Criteria and Comments that Support Score (reference the specific issue)	Score
2.1 Supervisor completed all assigned training or development tasks for development of subordinates.		4
2.2 Supervisor developed or presented training or development to address individual or team issues		4
2.3 Supervisor provided coaching or counseling to improve performance.		4

Project Manager:

Signature

Date

Operations Coordinator:

Signature

Date

Training Coordinator:

Signature

Date

Leadership Development Manager:

Signature

Date



REGULATED SECURITY SOLUTIONS
Supervisor Effectiveness Program

Name of Person Evaluated: Ramesh Bhagarattee Job Position: Supervisor

Date Review Initiated: _____ Date Review Completed: _____

PERFORMANCE CRITERIA 3 – Team Performance

Rate performance in this Criteria as follows:

- 1 Unsatisfactory
- 2 Marginal – needs improvement
- 3 Meets minimum requirements and expectations
- 4 Meets and slightly exceeds requirements and expectations
- 5 Meets and exceeds requirements and expectations

SCOPE

The scope of this criteria is to evaluate the overall performance of the team of subordinates.

OBJECTIVES

- (1) Review performance records of the group of people that the supervisor lead.
- (2) Identify team performance trends both positive and negative.

REQUIREMENTS	Note Completion of Criteria and Comments that Support Score (reference the specific issue)	Score
3.1 Review team personnel records for positive or above expectations performance.		4
3.2 Review team personnel records for disciplinary issues or trend.		4
3.3 Evaluate overall team performance.		4

Project Manager:

Signature

Date

Operations Coordinator:

Signature

Date

Training Coordinator:

Signature

Date

Leadership Development Manager:

Signature

Date



REGULATED SECURITY SOLUTIONS **Supervisor Effectiveness Program**

Name of Person Evaluated: Ramesh Bhagarattee Job Position: Supervisor

Date Review Initiated: _____ Date Review Completed: _____

PERFORMANCE CRITERIA 4 – Assessment Results and Progress on Development
Rate performance in this Criteria as follows:
1 Unsatisfactory
2 Marginal – needs improvement
3 Meets minimum requirements and expectations
4 Meets and slightly exceeds requirements and expectations
5 Meets and exceeds requirements and expectations

SCOPE	OBJECTIVES
The scope of this criteria is to evaluate the results of various assessment tools used to identify leadership and supervisory knowledge and skills.	(1) Review assessment results
	(2) Review progress on individual development plans

REQUIREMENTS	Note Completion of Criteria and Comments that Support Score (reference the specific issue)	Score
4.1 Review results of Management Development Questionnaire – look for scores consistently 4 and below	Excels in developing and motivating people. Lowest score is risk taking (4).	5
4.2 Review results of DDI Interview – look for consistently low ratings		4
4.3 Review progress on Individual Development Plan – how much has been done depending on when issued		4

Project Manager:

Signature

Date

Operations Coordinator:

Signature

Date

Training Coordinator:

Signature

Date

Leadership Development Manager:

Signature

Date



REGULATED SECURITY SOLUTIONS Supervisor Effectiveness Program

Name of Person Evaluated: Ramesh Bhagarattee Job Position: Supervisor

Date Review Initiated: _____ Date Review Completed: _____

PERFORMANCE CRITERIA 5 – Training
Rate performance in this Criteria as follows:
1 Unsatisfactory
2 Marginal – needs improvement
3 Meets minimum requirements and expectations
4 Meets and slightly exceeds requirements and expectations
5 Meets and exceeds requirements and expectations

SCOPE	OBJECTIVES
The scope of this criteria is to evaluate the satisfactory completion of training and qualifications.	(1) Review training records for satisfactory or above completion of training. (2) Review training records for de-certifications and/or remedial training.

REQUIREMENTS	Note Completion of Criteria and Comments that Support Score (reference the specific issue)	Score
5.1 Review training records for completion of training – is it consistently at a high level or consistently at near minimum passing.		4
5.2 Review training records for satisfactory completion of the following: - New Hire Supervisor - Leadership Development Program - Voluntary Harvard online courses - Other supervisory training programs - Training and Qualification requirements		4
5.3 Review records for de-certification and/or remedial training – note problem skills areas and any consistent trend of failure.		4

Project Manager:

Signature

Date

Operations Coordinator:

Signature

Date

Training Coordinator:

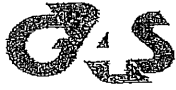
Signature

Date

Leadership Development Manager:

Signature

Date



REGULATED SECURITY SOLUTIONS **Supervisor Effectiveness Program**

Name of Person Evaluated: Maurice Concha Job Position: Supervisor

Date Review Initiated: _____ Date Review Completed: _____

PERFORMANCE CRITERIA 1 – Performance Evaluation Process

Rate performance in this Criteria as follows:

- 1 Unsatisfactory
- 2 Marginal – needs improvement
- 3 Meets minimum requirements and expectations
- 4 Meets and slightly exceeds requirements and expectations
- 5 Meets and exceeds requirements and expectations

SCOPE

The scope of this criteria is to evaluate Performance Reviews.

OBJECTIVES

- (1) Review the individual supervisor's performance evaluation.
- (2) Review the quality of the performance reviews the supervisor provides for the personnel they supervise.

REQUIREMENTS	Note Completion of Criteria and Comments that Support Score (reference the specific issue)	Score
1.1 Review supervisor performance for high level, adequate level, and low level performance. Note issues of low level performance in particular.		3
1.2 Review supervisor feedback to subordinates – positive, negative, objective, balanced, etc.		3
1.3 Review supervisor rating of subordinates – rating of team balanced, not skewed, provides specific feedback		3
1.4 Review performance observations – look at both positive and negative performance		3

Project Manager:

Signature

Date

Operations Coordinator:

Signature

Date

Training Coordinator:

Signature

Date

Leadership Development Manager:

Signature

Date



REGULATED SECURITY SOLUTIONS
Supervisor Effectiveness Program

Name of Person Evaluated: Maurice Concha Job Position: Supervisor

Date Review Initiated: _____ Date Review Completed: _____

PERFORMANCE CRITERIA 2 -- Development of Personnel

Rate performance in this Criteria as follows:

- 1 Unsatisfactory
- 2 Marginal -- needs improvement
- 3 Meets minimum requirements and expectations
- 4 Meets and slightly exceeds requirements and expectations
- 5 Meets and exceeds requirements and expectations

SCOPE

The scope of this criteria is to evaluate the documented activities performed by supervisors to provide development to their subordinates.

OBJECTIVES

- (1) Review appropriate training records.
- (2) Review other documentation that captures development activity performed by supervisors.

REQUIREMENTS	Note Completion of Criteria and Comments that Support Score (reference the specific issue)	Score
2.1 Supervisor completed all assigned training or development tasks for development of subordinates.		4
2.2 Supervisor developed or presented training or development to address individual or team issues		4
2.3 Supervisor provided coaching or counseling to improve performance.		4

Project Manager:

Signature

Date

Operations Coordinator:

Signature

Date

Training Coordinator:

Signature

Date

Leadership Development Manager:

Signature

Date



REGULATED SECURITY SOLUTIONS Supervisor Effectiveness Program

Name of Person Evaluated: Maurice Concha Job Position: Supervisor

Date Review Initiated: _____ Date Review Completed: _____

PERFORMANCE CRITERIA 3 – Team Performance

Rate performance in this Criteria as follows:

- 1 Unsatisfactory
- 2 Marginal – needs improvement
- 3 Meets minimum requirements and expectations
- 4 Meets and slightly exceeds requirements and expectations
- 5 Meets and exceeds requirements and expectations

SCOPE

The scope of this criteria is to evaluate the overall performance of the team of subordinates.

OBJECTIVES

- (1) Review performance records of the group of people that the supervisor lead.
- (2) Identify team performance trends both positive and negative.

REQUIREMENTS	Note Completion of Criteria and Comments that Support Score (reference the specific issue)	Score
3.1 Review team personnel records for positive or above expectations performance.		3
3.2 Review team personnel records for disciplinary issues or trend.		4
3.3 Evaluate overall team performance.		3

Project Manager:

Signature

Date

Operations Coordinator:

Signature

Date

Training Coordinator:

Signature

Date

Leadership Development Manager:

Signature

Date



REGULATED SECURITY SOLUTIONS Supervisor Effectiveness Program

Name of Person Evaluated: Maurice Concha Job Position: Supervisor

Date Review Initiated: _____ Date Review Completed: _____

PERFORMANCE CRITERIA 4 – Assessment Results and Progress on Development
Rate performance in this Criteria as follows:
1 Unsatisfactory
2 Marginal – needs improvement
3 Meets minimum requirements and expectations
4 Meets and slightly exceeds requirements and expectations
5 Meets and exceeds requirements and expectations

SCOPE	OBJECTIVES
The scope of this criteria is to evaluate the results of various assessment tools used to identify leadership and supervisory knowledge and skills.	(1) Review assessment results (2) Review progress on individual development plans

REQUIREMENTS	Note Completion of Criteria and Comments that Support Score (reference the specific issue)	Score
4.1 Review results of Management Development Questionnaire – look for scores consistently 4 and below	Strong team player. Lowest score is decision making	4
4.2 Review results of DDI Interview – look for consistently low ratings		3
4.3 Review progress on Individual Development Plan – how much has been done depending on when issued		3

Project Manager:

Signature

Date

Operations Coordinator:

Signature

Date

Training Coordinator:

Signature

Date

Leadership Development Manager:

Signature

Date



REGULATED SECURITY SOLUTIONS **Supervisor Effectiveness Program**

Name of Person Evaluated: Maurice Concha Job Position: Supervisor

Date Review Initiated: _____ Date Review Completed: _____

PERFORMANCE CRITERIA 5 – Training

Rate performance in this Criteria as follows:

- 1 Unsatisfactory
- 2 Marginal – needs improvement
- 3 Meets minimum requirements and expectations
- 4 Meets and slightly exceeds requirements and expectations
- 5 Meets and exceeds requirements and expectations

SCOPE

The scope of this criteria is to evaluate the satisfactory completion of training and qualifications.

OBJECTIVES

- (1) Review training records for satisfactory or above completion of training.
- (2) Review training records for de-certifications and/or remedial training.

REQUIREMENTS	Note Completion of Criteria and Comments that Support Score (reference the specific issue)	Score
5.1 Review training records for completion of training – is it consistently at a high level or consistently at near minimum passing.		3
5.2 Review training records for satisfactory completion of the following: - New Hire Supervisor - Leadership Development Program - Voluntary Harvard online courses - Other supervisory training programs - Training and Qualification requirements		4
5.3 Review records for de-certification and/or remedial training – note problem skills areas and any consistent trend of failure.		4

Project Manager:

Signature

Date

Operations Coordinator:

Signature

Date

Training Coordinator:

Signature

Date

Leadership Development Manager:

Signature

Date



REGULATED SECURITY SOLUTIONS **Supervisor Effectiveness Program**

Name of Person Evaluated: Hamrah Ramkissoon Job Position: Supervisor

Date Review Initiated: _____ Date Review Completed: _____

PERFORMANCE CRITERIA 1 – Performance Evaluation Process
Rate performance in this Criteria as follows:
1 Unsatisfactory
2 Marginal – needs improvement
3 Meets minimum requirements and expectations
4 Meets and slightly exceeds requirements and expectations
5 Meets and exceeds requirements and expectations

SCOPE	OBJECTIVES
The scope of this criteria is to evaluate Performance Reviews.	(1) Review the individual supervisor's performance evaluation. (2) Review the quality of the performance reviews the supervisor provides for the personnel they supervise.

REQUIREMENTS	Note Completion of Criteria and Comments that Support Score (reference the specific issue)	Score
1.1 Review supervisor performance for high level, adequate level, and low level performance. Note issues of low level performance in particular.		4
1.2 Review supervisor feedback to subordinates – positive, negative, objective, balanced, etc.		3
1.3 Review supervisor rating of subordinates – rating of team balanced, not skewed, provides specific feedback		3
1.4 Review performance observations – look at both positive and negative performance		3

Project Manager:	_____	_____
	Signature	Date
Operations Coordinator:	_____	_____
	Signature	Date
Training Coordinator:	_____	_____
	Signature	Date
Leadership Development Manager:	_____	_____
	Signature	Date



REGULATED SECURITY SOLUTIONS
Supervisor Effectiveness Program

Name of Person Evaluated: Hamrah Ramkissoon Job Position: Supervisor

Date Review Initiated: _____ Date Review Completed: _____

PERFORMANCE CRITERIA 2 – Development of Personnel

Rate performance in this Criteria as follows:

- 1 Unsatisfactory
- 2 Marginal – needs improvement
- 3 Meets minimum requirements and expectations
- 4 Meets and slightly exceeds requirements and expectations
- 5 Meets and exceeds requirements and expectations

SCOPE

The scope of this criteria is to evaluate the documented activities performed by supervisors to provide development to their subordinates.

OBJECTIVES

- (1) Review appropriate training records.
- (2) Review other documentation that captures development activity performed by supervisors.

REQUIREMENTS	Note Completion of Criteria and Comments that Support Score (reference the specific issue)	Score
2.1 Supervisor completed all assigned training or development tasks for development of subordinates.		4
2.2 Supervisor developed or presented training or development to address individual or team issues	Difficulty giving presentations due to articulation.	2
2.3 Supervisor provided coaching or counseling to improve performance.		3

Project Manager:

Signature

Date

Operations Coordinator:

Signature

Date

Training Coordinator:

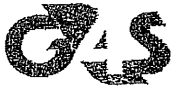
Signature

Date

Leadership Development Manager:

Signature

Date



REGULATED SECURITY SOLUTIONS
Supervisor Effectiveness Program

Name of Person Evaluated: Hamrah Ramkissoon Job Position: Supervisor

Date Review Initiated: _____ Date Review Completed: _____

PERFORMANCE CRITERIA 3 – Team Performance

Rate performance in this Criteria as follows:

- 1 Unsatisfactory
- 2 Marginal – needs improvement
- 3 Meets minimum requirements and expectations
- 4 Meets and slightly exceeds requirements and expectations
- 5 Meets and exceeds requirements and expectations

SCOPE

The scope of this criteria is to evaluate the overall performance of the team of subordinates.

OBJECTIVES

- (1) Review performance records of the group of people that the supervisor lead.
- (2) Identify team performance trends both positive and negative.

REQUIREMENTS	Note Completion of Criteria and Comments that Support Score (reference the specific issue)	Score
3.1 Review team personnel records for positive or above expectations performance.		3
3.2 Review team personnel records for disciplinary issues or trend.		3
3.3 Evaluate overall team performance.		3

Project Manager:

Signature

Date

Operations Coordinator:

Signature

Date

Training Coordinator:

Signature

Date

Leadership Development Manager:

Signature

Date



REGULATED SECURITY SOLUTIONS
Supervisor Effectiveness Program

Name of Person Evaluated: Hamrah Ramkissoon Job Position: Supervisor

Date Review Initiated: _____ Date Review Completed: _____

PERFORMANCE CRITERIA 4 – Assessment Results and Progress on Development	
Rate performance in this Criteria as follows:	
1 Unsatisfactory	
2 Marginal – needs improvement	
3 Meets minimum requirements and expectations	
4 Meets and slightly exceeds requirements and expectations	
5 Meets and exceeds requirements and expectations	

SCOPE	OBJECTIVES
The scope of this criteria is to evaluate the results of various assessment tools used to identify leadership and supervisory knowledge and skills.	(1) Review assessment results (2) Review progress on individual development plans

REQUIREMENTS	Note Completion of Criteria and Comments that Support Score (reference the specific issue)	Score
4.1 Review results of Management Development Questionnaire – look for scores consistently 4 and below	Low scores in teamwork, learning, initiative, risk taking, sensitivity, and relationships. Overuses authority/presence	2
4.2 Review results of DDI Interview – look for consistently low ratings		3
4.3 Review progress on Individual Development Plan – how much has been done depending on when issued		3

Project Manager:	_____	_____
	Signature	Date
Operations Coordinator:	_____	_____
	Signature	Date
Training Coordinator:	_____	_____
	Signature	Date
Leadership Development Manager:	_____	_____
	Signature	Date



REGULATED SECURITY SOLUTIONS Supervisor Effectiveness Program

Name of Person Evaluated: Hamrah Ramkissoon Job Position: Supervisor

Date Review Initiated: _____ Date Review Completed: _____

PERFORMANCE CRITERIA 5 – Training
Rate performance in this Criteria as follows:
1 Unsatisfactory
2 Marginal – needs improvement
3 Meets minimum requirements and expectations
4 Meets and slightly exceeds requirements and expectations
5 Meets and exceeds requirements and expectations

SCOPE

The scope of this criteria is to evaluate the satisfactory completion of training and qualifications.

OBJECTIVES

- (1) Review training records for satisfactory or above completion of training.
- (2) Review training records for de-certifications and/or remedial training.

REQUIREMENTS	Note Completion of Criteria and Comments that Support Score (reference the specific issue)	Score
5.1 Review training records for completion of training – is it consistently at a high level or consistently at near minimum passing.		4
5.2 Review training records for satisfactory completion of the following: - New Hire Supervisor - Leadership Development Program - Voluntary Harvard online courses - Other supervisory training programs - Training and Qualification requirements		4
5.3 Review records for de-certification and/or remedial training – note problem skills areas and any consistent trend of failure.		4

Project Manager:

Signature

Date

Operations Coordinator:

Signature

Date

Training Coordinator:

Signature

Date

Leadership Development Manager:

Signature

Date



REGULATED SECURITY SOLUTIONS **Supervisor Effectiveness Program**

Name of Person Evaluated: Michael Stewart Job Position: Supervisor

Date Review Initiated: _____ Date Review Completed: _____

PERFORMANCE CRITERIA 1 – Performance Evaluation Process
Rate performance in this Criteria as follows:
1 Unsatisfactory
2 Marginal – needs improvement
3 Meets minimum requirements and expectations
4 Meets and slightly exceeds requirements and expectations
5 Meets and exceeds requirements and expectations

SCOPE

The scope of this criteria is to evaluate Performance Reviews.

OBJECTIVES

(1) Review the individual supervisor's performance evaluation.

(2) Review the quality of the performance reviews the supervisor provides for the personnel they supervise.

REQUIREMENTS	Note Completion of Criteria and Comments that Support Score (reference the specific issue)	Score
1.1 Review supervisor performance for high level, adequate level, and low level performance. Note issues of low level performance in particular.		3
1.2 Review supervisor feedback to subordinates – positive, negative, objective, balanced, etc.		4
1.3 Review supervisor rating of subordinates – rating of team balanced, not skewed, provides specific feedback		3
1.4 Review performance observations – look at both positive and negative performance		3

Project Manager: _____

Signature

Date

Operations Coordinator: _____

Signature

Date

Training Coordinator: _____

Signature

Date

Leadership Development Manager: _____

Signature

Date



REGULATED SECURITY SOLUTIONS Supervisor Effectiveness Program

Name of Person Evaluated: Michael Stewart Job Position: Supervisor

Date Review Initiated: _____ Date Review Completed: _____

PERFORMANCE CRITERIA 2 – Development of Personnel

Rate performance in this Criteria as follows:

- 1 Unsatisfactory
- 2 Marginal – needs improvement
- 3 Meets minimum requirements and expectations
- 4 Meets and slightly exceeds requirements and expectations
- 5 Meets and exceeds requirements and expectations

SCOPE

The scope of this criteria is to evaluate the documented activities performed by supervisors to provide development to their subordinates.

OBJECTIVES

- (1) Review appropriate training records.
- (2) Review other documentation that captures development activity performed by supervisors.

REQUIREMENTS	Note Completion of Criteria and Comments that Support Score (reference the specific issue)	Score
2.1 Supervisor completed all assigned training or development tasks for development of subordinates.		4
2.2 Supervisor developed or presented training or development to address individual or team issues		3
2.3 Supervisor provided coaching or counseling to improve performance.		3

Project Manager:

Signature

Date

Operations Coordinator:

Signature

Date

Training Coordinator:

Signature

Date

Leadership Development Manager:

Signature

Date



REGULATED SECURITY SOLUTIONS Supervisor Effectiveness Program

Name of Person Evaluated: Michael Stewart Job Position: Supervisor

Date Review Initiated: _____ Date Review Completed: _____

PERFORMANCE CRITERIA 3 – Team Performance

Rate performance in this Criteria as follows:

- 1 Unsatisfactory
- 2 Marginal – needs improvement
- 3 Meets minimum requirements and expectations
- 4 Meets and slightly exceeds requirements and expectations
- 5 Meets and exceeds requirements and expectations

SCOPE

The scope of this criteria is to evaluate the overall performance of the team of subordinates.

OBJECTIVES

- (1) Review performance records of the group of people that the supervisor lead.
- (2) Identify team performance trends both positive and negative.

REQUIREMENTS	Note Completion of Criteria and Comments that Support Score (reference the specific issue)	Score
3.1 Review team personnel records for positive or above expectations performance.		3
3.2 Review team personnel records for disciplinary issues or trend.		3
3.3 Evaluate overall team performance.		3

Project Manager:

Signature

Date

Operations Coordinator:

Signature

Date

Training Coordinator:

Signature

Date

Leadership Development Manager:

Signature

Date



REGULATED SECURITY SOLUTIONS **Supervisor Effectiveness Program**

Name of Person Evaluated: Michael Stewart Job Position: Supervisor

Date Review Initiated: _____ Date Review Completed: _____

PERFORMANCE CRITERIA 4 – Assessment Results and Progress on Development
Rate performance in this Criteria as follows:
1 Unsatisfactory
2 Marginal – needs improvement
3 Meets minimum requirements and expectations
4 Meets and slightly exceeds requirements and expectations
5 Meets and exceeds requirements and expectations

SCOPE

The scope of this criteria is to evaluate the results of various assessment tools used to identify leadership and supervisory knowledge and skills.

OBJECTIVES

- (1) Review assessment results
- (2) Review progress on individual development plans

REQUIREMENTS	Note Completion of Criteria and Comments that Support Score (reference the specific issue)	Score
4.1 Review results of Management Development Questionnaire – look for scores consistently 4 and below	Excels in motivating and developing others. Uses authority in proper balance. Is a team player.	4
4.2 Review results of DDI Interview – look for consistently low ratings		3
4.3 Review progress on Individual Development Plan – how much has been done depending on when issued		4

Project Manager: _____

Signature

Date

Operations Coordinator: _____

Signature

Date

Training Coordinator: _____

Signature

Date

Leadership Development Manager: _____

Signature

Date



REGULATED SECURITY SOLUTIONS **Supervisor Effectiveness Program**

Name of Person Evaluated: Michael Stewart Job Position: Supervisor
 Date Review Initiated: _____ Date Review Completed: _____

PERFORMANCE CRITERIA 5 – Training
Rate performance in this Criteria as follows:
1 Unsatisfactory
2 Marginal – needs improvement
3 Meets minimum requirements and expectations
4 Meets and slightly exceeds requirements and expectations
5 Meets and exceeds requirements and expectations

SCOPE

The scope of this criteria is to evaluate the satisfactory completion of training and qualifications.

OBJECTIVES

- (1) Review training records for satisfactory or above completion of training.
- (2) Review training records for de-certifications and/or remedial training.

REQUIREMENTS	Note Completion of Criteria and Comments that Support Score (reference the specific issue)	Score
5.1 Review training records for completion of training – is it consistently at a high level or consistently at near minimum passing.		3
5.2 Review training records for satisfactory completion of the following: - New Hire Supervisor - Leadership Development Program - Voluntary Harvard online courses - Other supervisory training programs - Training and Qualification requirements		4
5.3 Review records for de-certification and/or remedial training – note problem skills areas and any consistent trend of failure.		4

Project Manager: _____

Signature

Date

Operations Coordinator: _____

Signature

Date

Training Coordinator: _____

Signature

Date

Leadership Development Manager: _____

Signature

Date



REGULATED SECURITY SOLUTIONS
Supervisor Effectiveness Program

Name of Person Evaluated: Max Tai Job Position: Supervisor

Date Review Initiated: _____ Date Review Completed: _____

PERFORMANCE CRITERIA 1 – Performance Evaluation Process

Rate performance in this Criteria as follows:

- 1 Unsatisfactory
- 2 Marginal – needs improvement
- 3 Meets minimum requirements and expectations
- 4 Meets and slightly exceeds requirements and expectations
- 5 Meets and exceeds requirements and expectations

SCOPE

The scope of this criteria is to evaluate Performance Reviews.

OBJECTIVES

(1) Review the individual supervisor's performance evaluation.

(2) Review the quality of the performance reviews the supervisor provides for the personnel they supervise.

REQUIREMENTS	Note Completion of Criteria and Comments that Support Score (reference the specific issue)	Score
1.1 Review supervisor performance for high level, adequate level, and low level performance. Note issues of low level performance in particular.		4
1.2 Review supervisor feedback to subordinates – positive, negative, objective, balanced, etc.		4
1.3 Review supervisor rating of subordinates – rating of team balanced, not skewed, provides specific feedback		3
1.4 Review performance observations – look at both positive and negative performance		3

Project Manager:

Signature

Date

Operations Coordinator:

Signature

Date

Training Coordinator:

Signature

Date

Leadership Development Manager:

Signature

Date



REGULATED SECURITY SOLUTIONS **Supervisor Effectiveness Program**

Name of Person Evaluated: Max Tai Job Position: Supervisor
 Date Review Initiated: _____ Date Review Completed: _____

PERFORMANCE CRITERIA 2 – Development of Personnel

Rate performance in this Criteria as follows:

- 1 Unsatisfactory
- 2 Marginal – needs improvement
- 3 Meets minimum requirements and expectations
- 4 Meets and slightly exceeds requirements and expectations
- 5 Meets and exceeds requirements and expectations

SCOPE

The scope of this criteria is to evaluate the documented activities performed by supervisors to provide development to their subordinates.

OBJECTIVES

- (1) Review appropriate training records.
- (2) Review other documentation that captures development activity performed by supervisors.

REQUIREMENTS	Note Completion of Criteria and Comments that Support Score (reference the specific issue)	Score
2.1 Supervisor completed all assigned training or development tasks for development of subordinates.		3
2.2 Supervisor developed or presented training or development to address individual or team issues		4
2.3 Supervisor provided coaching or counseling to improve performance.		4

Project Manager:

Signature

Date

Operations Coordinator:

Signature

Date

Training Coordinator:

Signature

Date

Leadership Development Manager:

Signature

Date



REGULATED SECURITY SOLUTIONS
Supervisor Effectiveness Program

Name of Person Evaluated: Max Tai Job Position: Supervisor

Date Review Initiated: _____ Date Review Completed: _____

PERFORMANCE CRITERIA 3 – Team Performance

Rate performance in this Criteria as follows:

- 1 Unsatisfactory
- 2 Marginal – needs improvement
- 3 Meets minimum requirements and expectations
- 4 Meets and slightly exceeds requirements and expectations
- 5 Meets and exceeds requirements and expectations

SCOPE

The scope of this criteria is to evaluate the overall performance of the team of subordinates.

OBJECTIVES

- (1) Review performance records of the group of people that the supervisor lead.
- (2) Identify team performance trends both positive and negative.

REQUIREMENTS	Note Completion of Criteria and Comments that Support Score (reference the specific issue)	Score
3.1 Review team personnel records for positive or above expectations performance.		4
3.2 Review team personnel records for disciplinary issues or trend.		4
3.3 Evaluate overall team performance.		4

Project Manager:

Signature

Date

Operations Coordinator:

Signature

Date

Training Coordinator:

Signature

Date

Leadership Development Manager:

Signature

Date



REGULATED SECURITY SOLUTIONS Supervisor Effectiveness Program

Name of Person Evaluated: Max Tai Job Position: Supervisor

Date Review Initiated: _____ Date Review Completed: _____

PERFORMANCE CRITERIA 4 – Assessment Results and Progress on Development
Rate performance in this Criteria as follows:
1 Unsatisfactory
2 Marginal – needs improvement
3 Meets minimum requirements and expectations
4 Meets and slightly exceeds requirements and expectations
5 Meets and exceeds requirements and expectations

SCOPE

The scope of this criteria is to evaluate the results of various assessment tools used to identify leadership and supervisory knowledge and skills.

OBJECTIVES

- (1) Review assessment results
- (2) Review progress on individual development plans

REQUIREMENTS	Note Completion of Criteria and Comments that Support Score (reference the specific issue)	Score
4.1 Review results of Management Development Questionnaire – look for scores consistently 4 and below	No scores in hestest area. Low scores in risk taking and flexibility. High average in motivating and developing others.	4
4.2 Review results of DDI Interview – look for consistently low ratings		4
4.3 Review progress on Individual Development Plan – how much has been done depending on when issued		4

Project Manager:

Signature

Date

Operations Coordinator:

Signature

Date

Training Coordinator:

Signature

Date

Leadership Development Manager:

Signature

Date



REGULATED SECURITY SOLUTIONS Supervisor Effectiveness Program

Name of Person Evaluated: Max Tai Job Position: Supervisor
Date Review Initiated: _____ Date Review Completed: _____

PERFORMANCE CRITERIA 5 – Training

Rate performance in this Criteria as follows:

- 1 Unsatisfactory
- 2 Marginal – needs improvement
- 3 Meets minimum requirements and expectations
- 4 Meets and slightly exceeds requirements and expectations
- 5 Meets and exceeds requirements and expectations

SCOPE

The scope of this criteria is to evaluate the satisfactory completion of training and qualifications.

OBJECTIVES

- (1) Review training records for satisfactory or above completion of training.
- (2) Review training records for de-certifications and/or remedial training.

REQUIREMENTS	Note Completion of Criteria and Comments that Support Score (reference the specific issue)	Score
5.1 Review training records for completion of training – is it consistently at a high level or consistently at near minimum passing.		4
5.2 Review training records for satisfactory completion of the following: - New Hire Supervisor - Leadership Development Program - Voluntary Harvard online courses - Other supervisory training programs - Training and Qualification requirements		4
5.3 Review records for de-certification and/or remedial training – note problem skills areas and any consistent trend of failure.		4

Project Manager:

Signature

Date

Operations Coordinator:

Signature

Date

Training Coordinator:

Signature

Date

Leadership Development Manager:

Signature

Date



REGULATED SECURITY SOLUTIONS Supervisor Effectiveness Program

Name of Person Evaluated: Raymel Perez Job Position: Captain
Date Review Initiated: _____ Date Review Completed: _____

PERFORMANCE CRITERIA 1 – Performance Evaluation Process

Rate performance in this Criteria as follows:

- 1 Unsatisfactory
- 2 Marginal – needs improvement
- 3 Meets minimum requirements and expectations
- 4 Meets and slightly exceeds requirements and expectations
- 5 Meets and exceeds requirements and expectations

SCOPE

The scope of this criteria is to evaluate Performance Reviews.

OBJECTIVES

(1) Review the individual supervisor's performance evaluation.

(2) Review the quality of the performance reviews the supervisor provides for the personnel they supervise.

REQUIREMENTS	Note Completion of Criteria and Comments that Support Score (reference the specific issue)	Score
1.1 Review supervisor performance for high level, adequate level, and low level performance. Note issues of low level performance in particular.		4
1.2 Review supervisor feedback to subordinates – positive, negative, objective, balanced, etc.		4
1.3 Review supervisor rating of subordinates – rating of team balanced, not skewed, provides specific feedback		4
1.4 Review performance observations – look at both positive and negative performance		4

Project Manager:

Signature

Date

Operations Coordinator:

Signature

Date

Training Coordinator:

Signature

Date

Leadership Development Manager:

Signature

Date



REGULATED SECURITY SOLUTIONS Supervisor Effectiveness Program

Name of Person Evaluated: Raymel Perez Job Position: Captain

Date Review Initiated: _____ Date Review Completed: _____

PERFORMANCE CRITERIA 2 -- Development of Personnel
Rate performance in this Criteria as follows:
1 Unsatisfactory
2 Marginal -- needs improvement
3 Meets minimum requirements and expectations
4 Meets and slightly exceeds requirements and expectations
5 Meets and exceeds requirements and expectations

SCOPE

The scope of this criteria is to evaluate the documented activities performed by supervisors to provide development to their subordinates.

OBJECTIVES

(1) Review appropriate training records.

(2) Review other documentation that captures development activity performed by supervisors.

REQUIREMENTS	Note Completion of Criteria and Comments that Support Score (reference the specific issue)	Score
2.1 Supervisor completed all assigned training or development tasks for development of subordinates.		4
2.2 Supervisor developed or presented training or development to address individual or team issues		4
2.3 Supervisor provided coaching or counseling to improve performance.		3

Project Manager:

Signature

Date

Operations Coordinator:

Signature

Date

Training Coordinator:

Signature

Date

Leadership Development Manager:

Signature

Date



REGULATED SECURITY SOLUTIONS **Supervisor Effectiveness Program**

Name of Person Evaluated: Raymel Perez Job Position: Captain
 Date Review Initiated: _____ Date Review Completed: _____

PERFORMANCE CRITERIA 3 – Team Performance

Rate performance in this Criteria as follows:

- 1 Unsatisfactory
- 2 Marginal – needs improvement
- 3 Meets minimum requirements and expectations
- 4 Meets and slightly exceeds requirements and expectations
- 5 Meets and exceeds requirements and expectations

SCOPE

The scope of this criteria is to evaluate the overall performance of the team of subordinates.

OBJECTIVES

- (1) Review performance records of the group of people that the supervisor lead.
- (2) Identify team performance trends both positive and negative.

REQUIREMENTS	Note Completion of Criteria and Comments that Support Score (reference the specific issue)	Score
3.1 Review team personnel records for positive or above expectations performance.		4
3.2 Review team personnel records for disciplinary issues or trend.		4
3.3 Evaluate overall team performance.		4

Project Manager: _____

Signature

Date

Operations Coordinator: _____

Signature

Date

Training Coordinator: _____

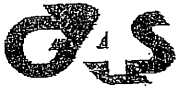
Signature

Date

Leadership Development Manager: _____

Signature

Date



REGULATED SECURITY SOLUTIONS **Supervisor Effectiveness Program**

Name of Person Evaluated: Raymel Perez Job Position: Captain

Date Review Initiated: _____ Date Review Completed: _____

PERFORMANCE CRITERIA 4 – Assessment Results and Progress on Development
Rate performance in this Criteria as follows:
1 Unsatisfactory
2 Marginal – needs improvement
3 Meets minimum requirements and expectations
4 Meets and slightly exceeds requirements and expectations
5 Meets and exceeds requirements and expectations

SCOPE	OBJECTIVES
The scope of this criteria is to evaluate the results of various assessment tools used to identify leadership and supervisory knowledge and skills.	(1) Review assessment results
	(2) Review progress on individual development plans

REQUIREMENTS	Note Completion of Criteria and Comments that Support Score (reference the specific issue)	Score
4.1 Review results of Management Development Questionnaire – look for scores consistently 4 and below	Excellent analytical and initiative skills; overuses authority/presence. Above average motivating and developing others.	4
4.2 Review results of DDI Interview – look for consistently low ratings		4
4.3 Review progress on Individual Development Plan – how much has been done depending on when issued		4

Project Manager:

Signature

Date

Operations Coordinator:

Signature

Date

Training Coordinator:

Signature

Date

Leadership Development Manager:

Signature

Date



REGULATED SECURITY SOLUTIONS Supervisor Effectiveness Program

Name of Person Evaluated: Raymel Perez Job Position: Captain

Date Review Initiated: _____ Date Review Completed: _____

PERFORMANCE CRITERIA 5--Training

Rate performance in this Criteria as follows:

- 1 Unsatisfactory
- 2 Marginal -- needs improvement
- 3 Meets minimum requirements and expectations
- 4 Meets and slightly exceeds requirements and expectations
- 5 Meets and exceeds requirements and expectations

SCOPE

The scope of this criteria is to evaluate the satisfactory completion of training and qualifications.

OBJECTIVES

- (1) Review training records for satisfactory or above completion of training.
- (2) Review training records for de-certifications and/or remedial training.

REQUIREMENTS	Note Completion of Criteria and Comments that Support Score (reference the specific issue)	Score
5.1 Review training records for completion of training -- is it consistently at a high level or consistently at near minimum passing.		4
5.2 Review training records for satisfactory completion of the following: - New Hire Supervisor - Leadership Development Program - Voluntary Harvard online courses - Other supervisory training programs - Training and Qualification requirements		4
5.3 Review records for de-certification and/or remedial training -- note problem skills areas and any consistent trend of failure.		4

Project Manager:

Signature

Date

Operations Coordinator:

Signature

Date

Training Coordinator:

Signature

Date

Leadership Development Manager:

Signature

Date



REGULATED SECURITY SOLUTIONS
Supervisor Effectiveness Program

Name of Person Evaluated: Fred Dube Job Position: Supervisor

Date Review Initiated: _____ Date Review Completed: _____

PERFORMANCE CRITERIA 1 – Performance Evaluation Process

Rate performance in this Criteria as follows:

- 1 Unsatisfactory
- 2 Marginal – needs improvement
- 3 Meets minimum requirements and expectations
- 4 Meets and slightly exceeds requirements and expectations
- 5 Meets and exceeds requirements and expectations

SCOPE

The scope of this criteria is to evaluate Performance Reviews.

OBJECTIVES

(1) Review the individual supervisor's performance evaluation.

(2) Review the quality of the performance reviews the supervisor provides for the personnel they supervise.

REQUIREMENTS	Note Completion of Criteria and Comments that Support Score (reference the specific issue)	Score
1.1 Review supervisor performance for high level, adequate level, and low level performance. Note issues of low level performance in particular.		4
1.2 Review supervisor feedback to subordinates – positive, negative, objective, balanced, etc.		4
1.3 Review supervisor rating of subordinates – rating of team balanced, not skewed, provides specific feedback		4
1.4 Review performance observations – look at both positive and negative performance		4

Project Manager:

Signature

Date

Operations Coordinator:

Signature

Date

Training Coordinator:

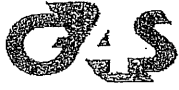
Signature

Date

Leadership Development Manager:

Signature

Date



REGULATED SECURITY SOLUTIONS **Supervisor Effectiveness Program**

Name of Person Evaluated: Fred Dube Job Position: Supervisor

Date Review Initiated: _____ Date Review Completed: _____

PERFORMANCE CRITERIA 2 – Development of Personnel

Rate performance in this Criteria as follows:

- 1 Unsatisfactory
- 2 Marginal – needs improvement
- 3 Meets minimum requirements and expectations
- 4 Meets and slightly exceeds requirements and expectations
- 5 Meets and exceeds requirements and expectations

SCOPE

The scope of this criteria is to evaluate the documented activities performed by supervisors to provide development to their subordinates.

OBJECTIVES

- (1) Review appropriate training records.
- (2) Review other documentation that captures development activity performed by supervisors.

REQUIREMENTS	Note Completion of Criteria and Comments that Support Score (reference the specific issue)	Score
2.1 Supervisor completed all assigned training or development tasks for development of subordinates.		4
2.2 Supervisor developed or presented training or development to address individual or team issues		4
2.3 Supervisor provided coaching or counseling to improve performance.		4

Project Manager:

Signature

Date

Operations Coordinator:

Signature

Date

Training Coordinator:

Signature

Date

Leadership Development Manager:

Signature

Date



REGULATED SECURITY SOLUTIONS Supervisor Effectiveness Program

Name of Person Evaluated: Fred Dube Job Position: Supervisor

Date Review Initiated: _____ Date Review Completed: _____

PERFORMANCE CRITERIA 3 – Team Performance
Rate performance in this Criteria as follows:
1 Unsatisfactory
2 Marginal – needs improvement
3 Meets minimum requirements and expectations
4 Meets and slightly exceeds requirements and expectations
5 Meets and exceeds requirements and expectations

SCOPE

The scope of this criteria is to evaluate the overall performance of the team of subordinates.

OBJECTIVES

- (1) Review performance records of the group of people that the supervisor lead.
- (2) Identify team performance trends both positive and negative.

REQUIREMENTS	Note Completion of Criteria and Comments that Support Score (reference the specific issue)	Score
3.1 Review team personnel records for positive or above expectations performance.		4
3.2 Review team personnel records for disciplinary issues or trend.		4
3.3 Evaluate overall team performance.		4

Project Manager:

Signature

Date

Operations Coordinator:

Signature

Date

Training Coordinator:

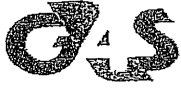
Signature

Date

Leadership Development Manager:

Signature

Date



REGULATED SECURITY SOLUTIONS **Supervisor Effectiveness Program**

Name of Person Evaluated: Fred Dube Job Position: Supervisor

Date Review Initiated: _____ Date Review Completed: _____

PERFORMANCE CRITERIA 4 – Assessment Results and Progress on Development
Rate performance in this Criteria as follows:
1 Unsatisfactory
2 Marginal – needs improvement
3 Meets minimum requirements and expectations
4 Meets and slightly exceeds requirements and expectations
5 Meets and exceeds requirements and expectations

SCOPE

The scope of this criteria is to evaluate the results of various assessment tools used to identify leadership and supervisory knowledge and skills.

OBJECTIVES

- (1) Review assessment results
- (2) Review progress on individual development plans

REQUIREMENTS	Note Completion of Criteria and Comments that Support Score (reference the specific Issue)	Score
4.1 Review results of Management Development Questionnaire – look for scores consistently 4 and below	No scores in highest area. A solid performer. Only one low score risk taking (3)	4
4.2 Review results of DDI Interview – look for consistently low ratings		4
4.3 Review progress on Individual Development Plan – how much has been done depending on when issued		4

Project Manager:

Signature

Date

Operations Coordinator:

Signature

Date

Training Coordinator:

Signature

Date

Leadership Development Manager:

Signature

Date



REGULATED SECURITY SOLUTIONS **Supervisor Effectiveness Program**

Name of Person Evaluated: Fred Dube Job Position: Supervisor

Date Review Initiated: _____ Date Review Completed: _____

PERFORMANCE CRITERIA 5 – Training

Rate performance in this Criteria as follows:

- 1 Unsatisfactory
- 2 Marginal – needs improvement
- 3 Meets minimum requirements and expectations
- 4 Meets and slightly exceeds requirements and expectations
- 5 Meets and exceeds requirements and expectations

SCOPE

The scope of this criteria is to evaluate the satisfactory completion of training and qualifications.

OBJECTIVES

- (1) Review training records for satisfactory or above completion of training.
- (2) Review training records for de-certifications and/or remedial training.

REQUIREMENTS	Note Completion of Criteria and Comments that Support Score (reference the specific issue)	Score
5.1 Review training records for completion of training – is it consistently at a high level or consistently at near minimum passing.		4
5.2 Review training records for satisfactory completion of the following: - New Hire Supervisor - Leadership Development Program - Voluntary Harvard online courses - Other supervisory training programs - Training and Qualification requirements		4
5.3 Review records for de-certification and/or remedial training – note problem skills areas and any consistent trend of failure.		4

Project Manager:

Signature

Date

Operations Coordinator:

Signature

Date

Training Coordinator:

Signature

Date

Leadership Development Manager:

Signature

Date



REGULATED SECURITY SOLUTIONS Supervisor Effectiveness Program

Name of Person Evaluated: Juan Martinez Job Position: Supervisor

Date Review Initiated: _____ Date Review Completed: _____

PERFORMANCE CRITERIA 1 – Performance Evaluation Process
Rate performance in this Criteria as follows:
1 Unsatisfactory
2 Marginal – needs improvement
3 Meets minimum requirements and expectations
4 Meets and slightly exceeds requirements and expectations
5 Meets and exceeds requirements and expectations

SCOPE	OBJECTIVES
The scope of this criteria is to evaluate Performance Reviews.	(1) Review the individual supervisor's performance evaluation.
	(2) Review the quality of the performance reviews the supervisor provides for the personnel they supervise.

REQUIREMENTS	Note Completion of Criteria and Comments that Support Score (reference the specific issue)	Score
1.1 Review supervisor performance for high level, adequate level, and low level performance. Note issues of low level performance in particular.		3
1.2 Review supervisor feedback to subordinates – positive, negative, objective, balanced, etc.		3
1.3 Review supervisor rating of subordinates – rating of team balanced, not skewed, provides specific feedback		3
1.4 Review performance observations – look at both positive and negative performance		3

Project Manager:

Signature

Date

Operations Coordinator:

Signature

Date

Training Coordinator:

Signature

Date

Leadership Development Manager:

Signature

Date



REGULATED SECURITY SOLUTIONS
Supervisor Effectiveness Program

Name of Person Evaluated: Juan Martinez Job Position: Supervisor

Date Review Initiated: _____ Date Review Completed: _____

PERFORMANCE CRITERIA 2 – Development of Personnel
Rate performance in this Criteria as follows:
1 Unsatisfactory
2 Marginal – needs improvement
3 Meets minimum requirements and expectations
4 Meets and slightly exceeds requirements and expectations
5 Meets and exceeds requirements and expectations

SCOPE

The scope of this criteria is to evaluate the documented activities performed by supervisors to provide development to their subordinates.

OBJECTIVES

(1) Review appropriate training records.

(2) Review other documentation that captures development activity performed by supervisors.

REQUIREMENTS	Note Completion of Criteria and Comments that Support Score (reference the specific issue)	Score
2.1 Supervisor completed all assigned training or development tasks for development of subordinates.	Consistently needs prompts. Is often late. Claims he doesn't know what others expect.	2
2.2 Supervisor developed or presented training or development to address individual or team issues	Marginal at best.	2
2.3 Supervisor provided coaching or counseling to improve performance.	Has a difficult time both receiving and delivering coaching. Avoids conflict. Wants to be liked.	2

Project Manager: _____

Signature

Date

Operations Coordinator: _____

Signature

Date

Training Coordinator: _____

Signature

Date

Leadership Development Manager: _____

Signature

Date



REGULATED SECURITY SOLUTIONS
Supervisor Effectiveness Program

Name of Person Evaluated: Juan Martinez Job Position: Supervisor

Date Review Initiated: _____ Date Review Completed: _____

PERFORMANCE CRITERIA 3 -- Team Performance

Rate performance in this Criteria as follows:

- 1 Unsatisfactory
- 2 Marginal – needs improvement
- 3 Meets minimum requirements and expectations
- 4 Meets and slightly exceeds requirements and expectations
- 5 Meets and exceeds requirements and expectations

SCOPE

The scope of this criteria is to evaluate the overall performance of the team of subordinates.

OBJECTIVES

- (1) Review performance records of the group of people that the supervisor lead.
- (2) Identify team performance trends both positive and negative.

REQUIREMENTS	Note Completion of Criteria and Comments that Support Score (reference the specific issue)	Score
3.1 Review team personnel records for positive or above expectations performance.		3
3.2 Review team personnel records for disciplinary issues or trend.		3
3.3 Evaluate overall team performance.		3

Project Manager:

Signature

Date

Operations Coordinator:

Signature

Date

Training Coordinator:

Signature

Date

Leadership Development Manager:

Signature

Date



REGULATED SECURITY SOLUTIONS Supervisor Effectiveness Program

Name of Person Evaluated: Juan Martinez Job Position: Supervisor
Date Review Initiated: _____ Date Review Completed: _____

PERFORMANCE CRITERIA 4 – Assessment Results and Progress on Development
Rate performance in this Criteria as follows:

- 1 Unsatisfactory
- 2 Marginal – needs improvement
- 3 Meets minimum requirements and expectations
- 4 Meets and slightly exceeds requirements and expectations
- 5 Meets and exceeds requirements and expectations

<p>SCOPE The scope of this criteria is to evaluate the results of various assessment tools used to identify leadership and supervisory knowledge and skills.</p>	<p>OBJECTIVES (1) Review assessment results (2) Review progress on individual development plans</p>
---	--

REQUIREMENTS	Note Completion of Criteria and Comments that Support Score (reference the specific issue)	Score
4.1 Review results of Management Development Questionnaire – look for scores consistently 4 and below		2
4.2 Review results of DDI Interview – look for consistently low ratings		3
4.3 Review progress on Individual Development Plan – how much has been done depending on when issued		2

Project Manager: _____

Signature

Date

Operations Coordinator: _____

Signature

Date

Training Coordinator: _____

Signature

Date

Leadership Development Manager: _____

Signature

Date



REGULATED SECURITY SOLUTIONS Supervisor Effectiveness Program

Name of Person Evaluated: Juan Martinez Job Position: Supervisor
Date Review Initiated: _____ Date Review Completed: _____

PERFORMANCE CRITERIA 5 – Training

Rate performance in this Criteria as follows:

- 1 Unsatisfactory
- 2 Marginal – needs improvement
- 3 Meets minimum requirements and expectations
- 4 Meets and slightly exceeds requirements and expectations
- 5 Meets and exceeds requirements and expectations

SCOPE

The scope of this criteria is to evaluate the satisfactory completion of training and qualifications.

OBJECTIVES

- (1) Review training records for satisfactory or above completion of training.
- (2) Review training records for de-certifications and/or remedial training.

REQUIREMENTS	Note Completion of Criteria and Comments that Support Score (reference the specific issue)	Score
5.1 Review training records for completion of training – is it consistently at a high level or consistently at near minimum passing.		4
5.2 Review training records for satisfactory completion of the following: - New Hire Supervisor - Leadership Development Program - Voluntary Harvard online courses - Other supervisory training programs - Training and Qualification requirements		3
5.3 Review records for de-certification and/or remedial training – note problem skills areas and any consistent trend of failure.		4

Project Manager:

Signature

Date

Operations Coordinator:

Signature

Date

Training Coordinator:

Signature

Date

Leadership Development Manager:

Signature

Date



REGULATED SECURITY SOLUTIONS Supervisor Effectiveness Program

Name of Person Evaluated: Alberto Perez Job Position: Supervisor

Date Review Initiated: _____ Date Review Completed: _____

PERFORMANCE CRITERIA 1 – Performance Evaluation Process
Rate performance in this Criteria as follows:
1 Unsatisfactory
2 Marginal – needs improvement
3 Meets minimum requirements and expectations
4 Meets and slightly exceeds requirements and expectations
5 Meets and exceeds requirements and expectations

SCOPE	OBJECTIVES
The scope of this criteria is to evaluate Performance Reviews.	(1) Review the individual supervisor's performance evaluation.
	(2) Review the quality of the performance reviews the supervisor provides for the personnel they supervise.

REQUIREMENTS	Note Completion of Criteria and Comments that Support Score (reference the specific issue)	Score
1.1 Review supervisor performance for high level, adequate level, and low level performance. Note issues of low level performance in particular.		4
1.2 Review supervisor feedback to subordinates – positive, negative, objective, balanced, etc.		4
1.3 Review supervisor rating of subordinates – rating of team balanced, not skewed, provides specific feedback		4
1.4 Review performance observations – look at both positive and negative performance		4

Project Manager:

Signature

Date

Operations Coordinator:

Signature

Date

Training Coordinator:

Signature

Date

Leadership Development Manager:

Signature

Date



REGULATED SECURITY SOLUTIONS **Supervisor Effectiveness Program**

Name of Person Evaluated: Alberto Perez Job Position: Supervisor

Date Review Initiated: _____ Date Review Completed: _____

PERFORMANCE CRITERIA 2 – Development of Personnel

Rate performance in this Criteria as follows:

- 1 Unsatisfactory
- 2 Marginal – needs improvement
- 3 Meets minimum requirements and expectations
- 4 Meets and slightly exceeds requirements and expectations
- 5 Meets and exceeds requirements and expectations

SCOPE

The scope of this criteria is to evaluate the documented activities performed by supervisors to provide development to their subordinates.

OBJECTIVES

- (1) Review appropriate training records.
- (2) Review other documentation that captures development activity performed by supervisors.

REQUIREMENTS	Note Completion of Criteria and Comments that Support Score (reference the specific issue)	Score
2.1 Supervisor completed all assigned training or development tasks for development of subordinates.		4
2.2 Supervisor developed or presented training or development to address individual or team issues		4
2.3 Supervisor provided coaching or counseling to improve performance.		4

Project Manager:

Signature

Date

Operations Coordinator:

Signature

Date

Training Coordinator:

Signature

Date

Leadership Development Manager:

Signature

Date



REGULATED SECURITY SOLUTIONS
Supervisor Effectiveness Program

Name of Person Evaluated: Alberto Perez Job Position: Supervisor
 Date Review Initiated: _____ Date Review Completed: _____

PERFORMANCE CRITERIA 3 – Team Performance

Rate performance in this Criteria as follows:

- 1 Unsatisfactory
- 2 Marginal – needs improvement
- 3 Meets minimum requirements and expectations
- 4 Meets and slightly exceeds requirements and expectations
- 5 Meets and exceeds requirements and expectations

SCOPE

The scope of this criteria is to evaluate the overall performance of the team of subordinates.

OBJECTIVES

- (1) Review performance records of the group of people that the supervisor lead.
- (2) Identify team performance trends both positive and negative.

REQUIREMENTS	Note Completion of Criteria and Comments that Support Score (reference the specific issue)	Score
3.1 Review team personnel records for positive or above expectations performance.		4
3.2 Review team personnel records for disciplinary issues or trend.		4
3.3 Evaluate overall team performance.		4

Project Manager:

Signature

Date

Operations Coordinator:

Signature

Date

Training Coordinator:

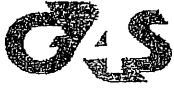
Signature

Date

Leadership Development Manager:

Signature

Date



REGULATED SECURITY SOLUTIONS **Supervisor Effectiveness Program**

Name of Person Evaluated: Alberto Perez Job Position: Supervisor

Date Review Initiated: _____ Date Review Completed: _____

PERFORMANCE CRITERIA 4 – Assessment Results and Progress on Development
Rate performance in this Criteria as follows:
1 Unsatisfactory
2 Marginal – needs improvement
3 Meets minimum requirements and expectations
4 Meets and slightly exceeds requirements and expectations
5 Meets and exceeds requirements and expectations

SCOPE	OBJECTIVES
The scope of this criteria is to evaluate the results of various assessment tools used to identify leadership and supervisory knowledge and skills.	(1) Review assessment results
	(2) Review progress on individual development plans

REQUIREMENTS	Note Completion of Criteria and Comments that Support Score (reference the specific issue)	Score
4.1 Review results of Management Development Questionnaire – look for scores consistently 4 and below		4
4.2 Review results of DDI Interview – look for consistently low ratings		4
4.3 Review progress on Individual Development Plan – how much has been done depending on when issued		4

Project Manager:	_____	_____
	Signature	Date
Operations Coordinator:	_____	_____
	Signature	Date
Training Coordinator:	_____	_____
	Signature	Date
Leadership Development Manager:	_____	_____
	Signature	Date



REGULATED SECURITY SOLUTIONS Supervisor Effectiveness Program

Name of Person Evaluated: Alberto Perez Job Position: Supervisor

Date Review Initiated: _____ Date Review Completed: _____

PERFORMANCE CRITERIA 5 – Training
Rate performance in this Criteria as follows:
1 Unsatisfactory
2 Marginal – needs improvement
3 Meets minimum requirements and expectations
4 Meets and slightly exceeds requirements and expectations
5 Meets and exceeds requirements and expectations

SCOPE

The scope of this criteria is to evaluate the satisfactory completion of training and qualifications.

OBJECTIVES

- (1) Review training records for satisfactory or above completion of training.
- (2) Review training records for de-certifications and/or remedial training.

REQUIREMENTS	Note Completion of Criteria and Comments that Support Score (reference the specific issue)	Score
5.1 Review training records for completion of training – is it consistently at a high level or consistently at near minimum passing.		4
5.2 Review training records for satisfactory completion of the following: - New Hire Supervisor - Leadership Development Program - Voluntary Harvard online courses - Other supervisory training programs - Training and Qualification requirements		4
5.3 Review records for de-certification and/or remedial training – note problem skills areas and any consistent trend of failure.		4

Project Manager:

Signature

Date

Operations Coordinator:

Signature

Date

Training Coordinator:

Signature

Date

Leadership Development Manager:

Signature

Date



REGULATED SECURITY SOLUTIONS
Supervisor Effectiveness Program

Name of Person Evaluated: Richard Pineda Job Position: Supervisor

Date Review Initiated: _____ Date Review Completed: _____

PERFORMANCE CRITERIA 1 – Performance Evaluation Process

Rate performance in this Criteria as follows:

- 1 Unsatisfactory
- 2 Marginal – needs improvement
- 3 Meets minimum requirements and expectations
- 4 Meets and slightly exceeds requirements and expectations
- 5 Meets and exceeds requirements and expectations

SCOPE

The scope of this criteria is to evaluate Performance Reviews.

OBJECTIVES

- (1) Review the individual supervisor's performance evaluation.
- (2) Review the quality of the performance reviews the supervisor provides for the personnel they supervise.

REQUIREMENTS	Note Completion of Criteria and Comments that Support Score (reference the specific issue)	Score
1.1 Review supervisor performance for high level, adequate level, and low level performance. Note issues of low level performance in particular.		4
1.2 Review supervisor feedback to subordinates – positive, negative, objective, balanced, etc.		4
1.3 Review supervisor rating of subordinates – rating of team balanced, not skewed, provides specific feedback		4
1.4 Review performance observations – look at both positive and negative performance		4

Project Manager:	_____	_____
	Signature	Date
Operations Coordinator:	_____	_____
	Signature	Date
Training Coordinator:	_____	_____
	Signature	Date
Leadership Development Manager:	_____	_____
	Signature	Date



REGULATED SECURITY SOLUTIONS
Supervisor Effectiveness Program

Name of Person Evaluated: Richard Pineda Job Position: Supervisor

Date Review Initiated: _____ Date Review Completed: _____

PERFORMANCE CRITERIA 2 – Development of Personnel
Rate performance in this Criteria as follows:
1 Unsatisfactory
2 Marginal – needs improvement
3 Meets minimum requirements and expectations
4 Meets and slightly exceeds requirements and expectations
5 Meets and exceeds requirements and expectations

SCOPE	OBJECTIVES
The scope of this criteria is to evaluate the documented activities performed by supervisors to provide development to their subordinates.	(1) Review appropriate training records. (2) Review other documentation that captures development activity performed by supervisors.

REQUIREMENTS	Note Completion of Criteria and Comments that Support Score (reference the specific issue)	Score
2.1 Supervisor completed all assigned training or development tasks for development of subordinates.		4
2.2 Supervisor developed or presented training or development to address individual or team issues		3
2.3 Supervisor provided coaching or counseling to improve performance.		3

Project Manager:

Signature

Date

Operations Coordinator:

Signature

Date

Training Coordinator:

Signature

Date

Leadership Development Manager:

Signature

Date



REGULATED SECURITY SOLUTIONS **Supervisor Effectiveness Program**

Name of Person Evaluated: Richard Pineda Job Position: Supervisor

Date Review Initiated: _____ Date Review Completed: _____

PERFORMANCE CRITERIA 3 – Team Performance

Rate performance in this Criteria as follows:

- 1 Unsatisfactory
- 2 Marginal – needs Improvement
- 3 Meets minimum requirements and expectations
- 4 Meets and slightly exceeds requirements and expectations
- 5 Meets and exceeds requirements and expectations

SCOPE

The scope of this criteria is to evaluate the overall performance of the team of subordinates.

OBJECTIVES

- (1) Review performance records of the group of people that the supervisor lead.
- (2) Identify team performance trends both positive and negative.

REQUIREMENTS	Note Completion of Criteria and Comments that Support Score (reference the specific issue)	Score
3.1 Review team personnel records for positive or above expectations performance.		3
3.2 Review team personnel records for disciplinary issues or trend.		4
3.3 Evaluate overall team performance.		4

Project Manager:

Signature

Date

Operations Coordinator:

Signature

Date

Training Coordinator:

Signature

Date

Leadership Development Manager:

Signature

Date



REGULATED SECURITY SOLUTIONS **Supervisor Effectiveness Program**

Name of Person Evaluated: Richard Pineda Job Position: Supervisor

Date Review Initiated: _____ Date Review Completed: _____

PERFORMANCE CRITERIA 4 – Assessment Results and Progress on Development
Rate performance in this Criteria as follows:
1 Unsatisfactory
2 Marginal – needs improvement
3 Meets minimum requirements and expectations
4 Meets and slightly exceeds requirements and expectations
5 Meets and exceeds requirements and expectations

SCOPE

The scope of this criteria is to evaluate the results of various assessment tools used to identify leadership and supervisory knowledge and skills.

OBJECTIVES

- (1) Review assessment results
- (2) Review progress on individual development plans

REQUIREMENTS	Note Completion of Criteria and Comments that Support Score (reference the specific Issue)	Score
4.1 Review results of Management Development Questionnaire – look for scores consistently 4 and below	Low in coaching and developing people, however, in reality is well-liked by his team.	4
4.2 Review results of DDI Interview – look for consistently low ratings		4
4.3 Review progress on Individual Development Plan – how much has been done depending on when issued		4

Project Manager:

Signature

Date

Operations Coordinator:

Signature

Date

Training Coordinator:

Signature

Date

Leadership Development Manager:

Signature

Date



REGULATED SECURITY SOLUTIONS
Supervisor Effectiveness Program

Name of Person Evaluated: Richard Pineda Job Position: Supervisor

Date Review Initiated: _____ Date Review Completed: _____

PERFORMANCE CRITERIA 5 – Training

Rate performance in this Criteria as follows:

- 1 Unsatisfactory
- 2 Marginal – needs improvement
- 3 Meets minimum requirements and expectations
- 4 Meets and slightly exceeds requirements and expectations
- 5 Meets and exceeds requirements and expectations

SCOPE

The scope of this criteria is to evaluate the satisfactory completion of training and qualifications.

OBJECTIVES

- (1) Review training records for satisfactory or above completion of training.
- (2) Review training records for de-certifications and/or remedial training.

REQUIREMENTS	Note Completion of Criteria and Comments that Support Score (reference the specific issue)	Score
5.1 Review training records for completion of training – is it consistently at a high level or consistently at near minimum passing.		4
5.2 Review training records for satisfactory completion of the following: <ul style="list-style-type: none"> - New Hire Supervisor - Leadership Development Program - Voluntary Harvard online courses - Other supervisory training programs - Training and Qualification requirements 		4
5.3 Review records for de-certification and/or remedial training – note problem skills areas and any consistent trend of failure.		4

Project Manager:

Signature

Date

Operations Coordinator:

Signature

Date

Training Coordinator:

Signature

Date

Leadership Development Manager:

Signature

Date



REGULATED SECURITY SOLUTIONS **Supervisor Effectiveness Program**

Name of Person Evaluated: Greg Pruitt Job Position: Supervisor

Date Review Initiated: _____ Date Review Completed: _____

PERFORMANCE CRITERIA 1 – Performance Evaluation Process

Rate performance in this Criteria as follows:

- 1 Unsatisfactory
- 2 Marginal – needs improvement
- 3 Meets minimum requirements and expectations
- 4 Meets and slightly exceeds requirements and expectations
- 5 Meets and exceeds requirements and expectations

SCOPE

The scope of this criteria is to evaluate Performance Reviews.

OBJECTIVES

- (1) Review the individual supervisor's performance evaluation.
- (2) Review the quality of the performance reviews the supervisor provides for the personnel they supervise.

REQUIREMENTS	Note Completion of Criteria and Comments that Support Score (reference the specific issue)	Score
1.1 Review supervisor performance for high level, adequate level, and low level performance. Note issues of low level performance in particular.		4
1.2 Review supervisor feedback to subordinates – positive, negative, objective, balanced, etc.		4
1.3 Review supervisor rating of subordinates – rating of team balanced, not skewed, provides specific feedback		4
1.4 Review performance observations – look at both positive and negative performance		4

Project Manager: _____

Signature

_____ Date

Operations Coordinator: _____

Signature

_____ Date

Training Coordinator: _____

Signature

_____ Date

Leadership Development Manager: _____

Signature

_____ Date



REGULATED SECURITY SOLUTIONS **Supervisor Effectiveness Program**

Name of Person Evaluated: Greg Pruitt Job Position: Supervisor

Date Review Initiated: _____ Date Review Completed: _____

PERFORMANCE CRITERIA 2 – Development of Personnel

Rate performance in this Criteria as follows:

- 1 Unsatisfactory
- 2 Marginal – needs improvement
- 3 Meets minimum requirements and expectations
- 4 Meets and slightly exceeds requirements and expectations
- 5 Meets and exceeds requirements and expectations

SCOPE

The scope of this criteria is to evaluate the documented activities performed by supervisors to provide development to their subordinates.

OBJECTIVES

- (1) Review appropriate training records.
- (2) Review other documentation that captures development activity performed by supervisors.

REQUIREMENTS	Note Completion of Criteria and Comments that Support Score (reference the specific issue)	Score
2.1 Supervisor completed all assigned training or development tasks for development of subordinates.		4
2.2 Supervisor developed or presented training or development to address individual or team issues		4
2.3 Supervisor provided coaching or counseling to improve performance.		4

Project Manager:

Signature

Date

Operations Coordinator:

Signature

Date

Training Coordinator:

Signature

Date

Leadership Development Manager:

Signature

Date



REGULATED SECURITY SOLUTIONS Supervisor Effectiveness Program

Name of Person Evaluated: Greg Pruitt Job Position: Supervisor

Date Review Initiated: _____ Date Review Completed: _____

PERFORMANCE CRITERIA 3 – Team Performance

Rate performance in this Criteria as follows:

- 1 Unsatisfactory
- 2 Marginal – needs improvement
- 3 Meets minimum requirements and expectations
- 4 Meets and slightly exceeds requirements and expectations
- 5 Meets and exceeds requirements and expectations

SCOPE

The scope of this criteria is to evaluate the overall performance of the team of subordinates.

OBJECTIVES

- (1) Review performance records of the group of people that the supervisor lead.
- (2) Identify team performance trends both positive and negative.

REQUIREMENTS	Note Completion of Criteria and Comments that Support Score (reference the specific issue)	Score
3.1 Review team personnel records for positive or above expectations performance.		3
3.2 Review team personnel records for disciplinary issues or trend.		3
3.3 Evaluate overall team performance.		3

Project Manager:

Signature

Date

Operations Coordinator:

Signature

Date

Training Coordinator:

Signature

Date

Leadership Development Manager:

Signature

Date



REGULATED SECURITY SOLUTIONS Supervisor Effectiveness Program

Name of Person Evaluated: Greg Pruitt Job Position: Supervisor

Date Review Initiated: _____ Date Review Completed: _____

PERFORMANCE CRITERIA 4 – Assessment Results and Progress on Development
Rate performance in this Criteria as follows:
1 Unsatisfactory
2 Marginal – needs improvement
3 Meets minimum requirements and expectations
4 Meets and slightly exceeds requirements and expectations
5 Meets and exceeds requirements and expectations

SCOPE	OBJECTIVES
The scope of this criteria is to evaluate the results of various assessment tools used to identify leadership and supervisory knowledge and skills.	(1) Review assessment results (2) Review progress on individual development plans

REQUIREMENTS	Note Completion of Criteria and Comments that Support Score (reference the specific issue)	Score
4.1 Review results of Management Development Questionnaire – look for scores consistently 4 and below		4
4.2 Review results of DDI Interview – look for consistently low ratings		3
4.3 Review progress on Individual Development Plan – how much has been done depending on when issued		3

Project Manager:

Signature

Date

Operations Coordinator:

Signature

Date

Training Coordinator:

Signature

Date

Leadership Development Manager:

Signature

Date



REGULATED SECURITY SOLUTIONS **Supervisor Effectiveness Program**

Name of Person Evaluated: Greg Pruitt Job Position: Supervisor
 Date Review Initiated: _____ Date Review Completed: _____

PERFORMANCE CRITERIA 5--Training
Rate performance in this Criteria as follows:
1 Unsatisfactory
2 Marginal -- needs improvement
3 Meets minimum requirements and expectations
4 Meets and slightly exceeds requirements and expectations
5 Meets and exceeds requirements and expectations

SCOPE	OBJECTIVES
The scope of this criteria is to evaluate the satisfactory completion of training and qualifications.	(1) Review training records for satisfactory or above completion of training. (2) Review training records for de-certifications and/or remedial training.

REQUIREMENTS	Note Completion of Criteria and Comments that Support Score (reference the specific issue)	Score
5.1 Review training records for completion of training -- Is it consistently at a high level or consistently at near minimum passing.		4
5.2 Review training records for satisfactory completion of the following: - New Hire Supervisor - Leadership Development Program - Voluntary Harvard online courses - Other supervisory training programs - Training and Qualification requirements		4
5.3 Review records for de-certification and/or remedial training -- note problem skills areas and any consistent trend of failure.		4

Project Manager:	_____	_____
	Signature	Date
Operations Coordinator:	_____	_____
	Signature	Date
Training Coordinator:	_____	_____
	Signature	Date
Leadership Development Manager:	_____	_____
	Signature	Date



REGULATED SECURITY SOLUTIONS Supervisor Effectiveness Program

Name of Person Evaluated: Roddy Venning Job Position: Supervisor

Date Review Initiated: _____ Date Review Completed: _____

PERFORMANCE CRITERIA 1 – Performance Evaluation Process
Rate performance in this Criteria as follows:
1 Unsatisfactory
2 Marginal – needs improvement
3 Meets minimum requirements and expectations
4 Meets and slightly exceeds requirements and expectations
5 Meets and exceeds requirements and expectations

SCOPE	OBJECTIVES
The scope of this criteria is to evaluate Performance Reviews.	(1) Review the individual supervisor's performance evaluation.
	(2) Review the quality of the performance reviews the supervisor provides for the personnel they supervise.

REQUIREMENTS	Note Completion of Criteria and Comments that Support Score (reference the specific issue)	Score
1.1 Review supervisor performance for high level, adequate level, and low level performance. Note issues of low level performance in particular.		4
1.2 Review supervisor feedback to subordinates – positive, negative, objective, balanced, etc.		4
1.3 Review supervisor rating of subordinates – rating of team balanced, not skewed, provides specific feedback		4
1.4 Review performance observations – look at both positive and negative performance		4

Project Manager:

Signature

Date

Operations Coordinator:

Signature

Date

Training Coordinator:

Signature

Date

Leadership Development Manager:

Signature

Date



REGULATED SECURITY SOLUTIONS Supervisor Effectiveness Program

Name of Person Evaluated: Roddy Venning Job Position: Supervisor

Date Review Initiated: _____ Date Review Completed: _____

PERFORMANCE CRITERIA 2 – Development of Personnel

Rate performance in this Criteria as follows:

- 1 Unsatisfactory
- 2 Marginal – needs improvement
- 3 Meets minimum requirements and expectations
- 4 Meets and slightly exceeds requirements and expectations
- 5 Meets and exceeds requirements and expectations

SCOPE

The scope of this criteria is to evaluate the documented activities performed by supervisors to provide development to their subordinates.

OBJECTIVES

- (1) Review appropriate training records.
- (2) Review other documentation that captures development activity performed by supervisors.

REQUIREMENTS	Note Completion of Criteria and Comments that Support Score (reference the specific issue)	Score
2.1 Supervisor completed all assigned training or development tasks for development of subordinates.		4
2.2 Supervisor developed or presented training or development to address individual or team issues		4
2.3 Supervisor provided coaching or counseling to improve performance.		3

Project Manager:

Signature

Date

Operations Coordinator:

Signature

Date

Training Coordinator:

Signature

Date

Leadership Development Manager:

Signature

Date



REGULATED SECURITY SOLUTIONS Supervisor Effectiveness Program

Name of Person Evaluated: Roddy Venning Job Position: Supervisor
Date Review Initiated: _____ Date Review Completed: _____

PERFORMANCE CRITERIA 3 – Team Performance

Rate performance in this Criteria as follows:

- 1 Unsatisfactory
- 2 Marginal – needs improvement
- 3 Meets minimum requirements and expectations
- 4 Meets and slightly exceeds requirements and expectations
- 5 Meets and exceeds requirements and expectations

SCOPE

The scope of this criteria is to evaluate the overall performance of the team of subordinates.

OBJECTIVES

- (1) Review performance records of the group of people that the supervisor lead.
- (2) Identify team performance trends both positive and negative.

REQUIREMENTS	Note Completion of Criteria and Comments that Support Score (reference the specific issue)	Score
3.1 Review team personnel records for positive or above expectations performance.		3
3.2 Review team personnel records for disciplinary issues or trend.		3
3.3 Evaluate overall team performance.		3

Project Manager:

Signature

Date

Operations Coordinator:

Signature

Date

Training Coordinator:

Signature

Date

Leadership Development Manager:

Signature

Date



REGULATED SECURITY SOLUTIONS **Supervisor Effectiveness Program**

Name of Person Evaluated: Roddy Venning Job Position: Supervisor

Date Review Initiated: _____ Date Review Completed: _____

PERFORMANCE CRITERIA 4 – Assessment Results and Progress on Development
Rate performance in this Criteria as follows:
1 Unsatisfactory
2 Marginal – needs improvement
3 Meets minimum requirements and expectations
4 Meets and slightly exceeds requirements and expectations
5 Meets and exceeds requirements and expectations

SCOPE

The scope of this criteria is to evaluate the results of various assessment tools used to identify leadership and supervisory knowledge and skills.

OBJECTIVES

- (1) Review assessment results
- (2) Review progress on individual development plans

REQUIREMENTS	Note Completion of Criteria and Comments that Support Score (reference the specific issue)	Score
4.1 Review results of Management Development Questionnaire – look for scores consistently 4 and below	Overly analytical - takes time to process information which slows down his decision making. However, he has excellent listening skills.	4
4.2 Review results of DDI Interview – look for consistently low ratings		4
4.3 Review progress on Individual Development Plan – how much has been done depending on when issued		4

Project Manager:

Signature

Date

Operations Coordinator:

Signature

Date

Training Coordinator:

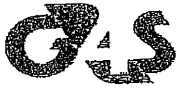
Signature

Date

Leadership Development Manager:

Signature

Date



REGULATED SECURITY SOLUTIONS Supervisor Effectiveness Program

Name of Person Evaluated: Roddy Venning Job Position: Supervisor

Date Review Initiated: _____ Date Review Completed: _____

PERFORMANCE CRITERIA 5 – Training
Rate performance in this Criteria as follows:
1 Unsatisfactory
2 Marginal – needs improvement
3 Meets minimum requirements and expectations
4 Meets and slightly exceeds requirements and expectations
5 Meets and exceeds requirements and expectations

SCOPE

The scope of this criteria is to evaluate the satisfactory completion of training and qualifications.

OBJECTIVES

- (1) Review training records for satisfactory or above completion of training.
- (2) Review training records for de-certifications and/or remedial training.

REQUIREMENTS	Note Completion of Criteria and Comments that Support Score (reference the specific issue)	Score
5.1 Review training records for completion of training – is it consistently at a high level or consistently at near minimum passing.		4
5.2 Review training records for satisfactory completion of the following: - New Hire Supervisor - Leadership Development Program - Voluntary Harvard online courses - Other supervisory training programs - Training and Qualification requirements		4
5.3 Review records for de-certification and/or remedial training – note problem skills areas and any consistent trend of failure.		4

Project Manager:

Signature

Date

Operations Coordinator:

Signature

Date

Training Coordinator:

Signature

Date

Leadership Development Manager:

Signature

Date



REGULATED SECURITY SOLUTIONS Supervisor Effectiveness Program

Name of Person Evaluated: Thomas Frazier Job Position: Supervisor (Lt.)
Date Review Initiated: _____ Date Review Completed: _____

PERFORMANCE CRITERIA 1 -- Performance Evaluation Process

Rate performance in this Criteria as follows:

- 1 Unsatisfactory
- 2 Marginal -- needs improvement
- 3 Meets minimum requirements and expectations
- 4 Meets and slightly exceeds requirements and expectations
- 5 Meets and exceeds requirements and expectations

SCOPE

The scope of this criteria is to evaluate Performance Reviews.

OBJECTIVES

- (1) Review the individual supervisor's performance evaluation.
- (2) Review the quality of the performance reviews the supervisor provides for the personnel they supervise.

REQUIREMENTS	Note Completion of Criteria and Comments that Support Score (reference the specific issue)	Score
1.1 Review supervisor performance for high level, adequate level, and low level performance. Note issues of low level performance in particular.		1
1.2 Review supervisor feedback to subordinates -- positive, negative, objective, balanced, etc.		1
1.3 Review supervisor rating of subordinates -- rating of team balanced, not skewed, provides specific feedback		1
1.4 Review performance observations -- look at both positive and negative performance		1

Project Manager:

Signature

Date

Operations Coordinator:

Signature

Date

Training Coordinator:

Signature

Date

Leadership Development Manager:

Signature

Date



REGULATED SECURITY SOLUTIONS **Supervisor Effectiveness Program**

Name of Person Evaluated: Thomas Frazier Job Position: Supervisor (Lt.)

Date Review Initiated: _____ Date Review Completed: _____

PERFORMANCE CRITERIA 2 – Development of Personnel

Rate performance in this Criteria as follows:

- 1 Unsatisfactory
- 2 Marginal – needs improvement
- 3 Meets minimum requirements and expectations
- 4 Meets and slightly exceeds requirements and expectations
- 5 Meets and exceeds requirements and expectations

SCOPE

The scope of this criteria is to evaluate the documented activities performed by supervisors to provide development to their subordinates.

OBJECTIVES

- (1) Review appropriate training records.
- (2) Review other documentation that captures development activity performed by supervisors.

REQUIREMENTS	Note Completion of Criteria and Comments that Support Score (reference the specific issue)	Score
2.1 Supervisor completed all assigned training or development tasks for development of subordinates.		1
2.2 Supervisor developed or presented training or development to address individual or team issues		1
2.3 Supervisor provided coaching or counseling to improve performance.		1

Project Manager: _____

Signature

Date

Operations Coordinator: _____

Signature

Date

Training Coordinator: _____

Signature

Date

Leadership Development Manager: _____

Signature

Date



REGULATED SECURITY SOLUTIONS Supervisor Effectiveness Program

Name of Person Evaluated: Thomas Frazier Job Position: Supervisor (Lt.)

Date Review Initiated: _____ Date Review Completed: _____

PERFORMANCE CRITERIA 3 – Team Performance

Rate performance in this Criteria as follows:

- 1 Unsatisfactory
- 2 Marginal – needs improvement
- 3 Meets minimum requirements and expectations
- 4 Meets and slightly exceeds requirements and expectations
- 5 Meets and exceeds requirements and expectations

SCOPE

The scope of this criteria is to evaluate the overall performance of the team of subordinates.

OBJECTIVES

- (1) Review performance records of the group of people that the supervisor lead.
- (2) Identify team performance trends both positive and negative.

REQUIREMENTS	Note Completion of Criteria and Comments that Support Score (reference the specific issue)	Score
3.1 Review team personnel records for positive or above expectations performance.		2
3.2 Review team personnel records for disciplinary issues or trend.		1
3.3 Evaluate overall team performance.		2

Project Manager:

Signature

Date

Operations Coordinator:

Signature

Date

Training Coordinator:

Signature

Date

Leadership Development Manager:

Signature

Date



REGULATED SECURITY SOLUTIONS Supervisor Effectiveness Program

Name of Person Evaluated: Thomas Frazier Job Position: Supervisor (Lt.)

Date Review Initiated: _____ Date Review Completed: _____

PERFORMANCE CRITERIA 4 – Assessment Results and Progress on Development
Rate performance in this Criteria as follows:
1 Unsatisfactory
2 Marginal – needs improvement
3 Meets minimum requirements and expectations
4 Meets and slightly exceeds requirements and expectations
5 Meets and exceeds requirements and expectations

SCOPE	OBJECTIVES
The scope of this criteria is to evaluate the results of various assessment tools used to identify leadership and supervisory knowledge and skills.	(1) Review assessment results
	(2) Review progress on individual development plans

REQUIREMENTS	Note Completion of Criteria and Comments that Support Score (reference the specific issue)	Score
4.1 Review results of Management Development Questionnaire – look for scores consistently 4 and below		2
4.2 Review results of DDI Interview – look for consistently low ratings		2
4.3 Review progress on Individual Development Plan – how much has been done depending on when issued	Lack of alignment	2

Project Manager:

Signature

Date

Operations Coordinator:

Signature

Date

Training Coordinator:

Signature

Date

Leadership Development Manager:

Signature

Date



REGULATED SECURITY SOLUTIONS Supervisor Effectiveness Program

Name of Person Evaluated: Thomas Frazier Job Position: Supervisor (Lt.)

Date Review Initiated: _____ Date Review Completed: _____

PERFORMANCE CRITERIA 5 – Training

Rate performance in this Criteria as follows:

- 1 Unsatisfactory
- 2 Marginal – needs improvement
- 3 Meets minimum requirements and expectations
- 4 Meets and slightly exceeds requirements and expectations
- 5 Meets and exceeds requirements and expectations

SCOPE

The scope of this criteria is to evaluate the satisfactory completion of training and qualifications.

OBJECTIVES

- (1) Review training records for satisfactory or above completion of training.
- (2) Review training records for de-certifications and/or remedial training.

REQUIREMENTS	Note Completion of Criteria and Comments that Support Score (reference the specific issue)	Score
5.1 Review training records for completion of training – is it consistently at a high level or consistently at near minimum passing.		2
5.2 Review training records for satisfactory completion of the following: - New Hire Supervisor - Leadership Development Program - Voluntary Harvard online courses - Other supervisory training programs - Training and Qualification requirements		1
5.3 Review records for de-certification and/or remedial training – note problem skills areas and any consistent trend of failure.		2

Project Manager:

Signature

Date

Operations Coordinator:

Signature

Date

Training Coordinator:

Signature

Date

Leadership Development Manager:

Signature

Date



REGULATED SECURITY SOLUTIONS **Supervisor Effectiveness Program**

Name of Person Evaluated: Lee Evans Job Position: Supervisor

Date Review Initiated: _____ Date Review Completed: _____

PERFORMANCE CRITERIA 1 – Performance Evaluation Process

Rate performance in this Criteria as follows:

- 1 Unsatisfactory
- 2 Marginal – needs improvement
- 3 Meets minimum requirements and expectations
- 4 Meets and slightly exceeds requirements and expectations
- 5 Meets and exceeds requirements and expectations

SCOPE

The scope of this criteria is to evaluate Performance Reviews.

OBJECTIVES

- (1) Review the individual supervisor's performance evaluation.
- (2) Review the quality of the performance reviews the supervisor provides for the personnel they supervise.

REQUIREMENTS	Note Completion of Criteria and Comments that Support Score (reference the specific issue)	Score
1.1 Review supervisor performance for high level, adequate level, and low level performance. Note issues of low level performance in particular.		4
1.2 Review supervisor feedback to subordinates – positive, negative, objective, balanced, etc.		4
1.3 Review supervisor rating of subordinates – rating of team balanced, not skewed, provides specific feedback		4
1.4 Review performance observations – look at both positive and negative performance		4

Project Manager:

Signature

Date

Operations Coordinator:

Signature

Date

Training Coordinator:

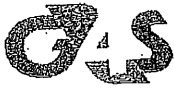
Signature

Date

Leadership Development Manager:

Signature

Date



REGULATED SECURITY SOLUTIONS Supervisor Effectiveness Program

Name of Person Evaluated: Lee Evans Job Position: Supervisor
Date Review Initiated: _____ Date Review Completed: _____

PERFORMANCE CRITERIA 2 – Development of Personnel

Rate performance in this Criteria as follows:

- 1 Unsatisfactory
- 2 Marginal – needs improvement
- 3 Meets minimum requirements and expectations
- 4 Meets and slightly exceeds requirements and expectations
- 5 Meets and exceeds requirements and expectations

SCOPE

The scope of this criteria is to evaluate the documented activities performed by supervisors to provide development to their subordinates.

OBJECTIVES

- (1) Review appropriate training records.
- (2) Review other documentation that captures development activity performed by supervisors.

REQUIREMENTS	Note Completion of Criteria and Comments that Support Score (reference the specific issue)	Score
2.1 Supervisor completed all assigned training or development tasks for development of subordinates.		4
2.2 Supervisor developed or presented training or development to address individual or team issues		4
2.3 Supervisor provided coaching or counseling to improve performance.		4

Project Manager:

Signature

Date

Operations Coordinator:

Signature

Date

Training Coordinator:

Signature

Date

Leadership Development Manager:

Signature

Date



REGULATED SECURITY SOLUTIONS Supervisor Effectiveness Program

Name of Person Evaluated: Lee Evans Job Position: Supervisor

Date Review Initiated: _____ Date Review Completed: _____

PERFORMANCE CRITERIA 3 – Team Performance

Rate performance in this Criteria as follows:

- 1 Unsatisfactory
- 2 Marginal – needs improvement
- 3 Meets minimum requirements and expectations
- 4 Meets and slightly exceeds requirements and expectations
- 5 Meets and exceeds requirements and expectations

SCOPE

The scope of this criteria is to evaluate the overall performance of the team of subordinates.

OBJECTIVES

- (1) Review performance records of the group of people that the supervisor lead.
- (2) Identify team performance trends both positive and negative.

REQUIREMENTS	Note Completion of Criteria and Comments that Support Score (reference the specific issue)	Score
3.1 Review team personnel records for positive or above expectations performance.		4
3.2 Review team personnel records for disciplinary issues or trend.		4
3.3 Evaluate overall team performance.		4

Project Manager:

Signature

Date

Operations Coordinator:

Signature

Date

Training Coordinator:

Signature

Date

Leadership Development Manager:

Signature

Date



REGULATED SECURITY SOLUTIONS Supervisor Effectiveness Program

Name of Person Evaluated: Lee Evans Job Position: Supervisor

Date Review Initiated: _____ Date Review Completed: _____

PERFORMANCE CRITERIA 4 – Assessment Results and Progress on Development
Rate performance in this Criteria as follows:
1 Unsatisfactory
2 Marginal – needs improvement
3 Meets minimum requirements and expectations
4 Meets and slightly exceeds requirements and expectations
5 Meets and exceeds requirements and expectations

SCOPE

The scope of this criteria is to evaluate the results of various assessment tools used to identify leadership and supervisory knowledge and skills.

OBJECTIVES

- (1) Review assessment results
- (2) Review progress on individual development plans

REQUIREMENTS	Note Completion of Criteria and Comments that Support Score (reference the specific issue)	Score
4.1 Review results of Management Development Questionnaire – look for scores consistently 4 and below	Highest score is oral communications. Lowest score is risk taking (3). All other score cluster in average range.	4
4.2 Review results of DDI Interview – look for consistently low ratings		4
4.3 Review progress on Individual Development Plan – how much has been done depending on when issued		4

Project Manager:

Signature

Date

Operations Coordinator:

Signature

Date

Training Coordinator:

Signature

Date

Leadership Development Manager:

Signature

Date



REGULATED SECURITY SOLUTIONS Supervisor Effectiveness Program

Name of Person Evaluated: Lee Evans Job Position: Supervisor

Date Review Initiated: _____ Date Review Completed: _____

PERFORMANCE CRITERIA 5 – Training

Rate performance in this Criteria as follows:

- 1 Unsatisfactory
- 2 Marginal – needs improvement
- 3 Meets minimum requirements and expectations
- 4 Meets and slightly exceeds requirements and expectations
- 5 Meets and exceeds requirements and expectations

SCOPE

The scope of this criteria is to evaluate the satisfactory completion of training and qualifications.

OBJECTIVES

- (1) Review training records for satisfactory or above completion of training.
- (2) Review training records for de-certifications and/or remedial training.

REQUIREMENTS	Note Completion of Criteria and Comments that Support Score (reference the specific issue)	Score
5.1 Review training records for completion of training – is it consistently at a high level or consistently at near minimum passing.		4
5.2 Review training records for satisfactory completion of the following: - New Hire Supervisor - Leadership Development Program - Voluntary Harvard online courses - Other supervisory training programs - Training and Qualification requirements		4
5.3 Review records for de-certification and/or remedial training – note problem skills areas and any consistent trend of failure.		4

Project Manager:

Signature

Date

Operations Coordinator:

Signature

Date

Training Coordinator:

Signature

Date

Leadership Development Manager:

Signature

Date



REGULATED SECURITY SOLUTIONS
Supervisor Effectiveness Program

Name of Person Evaluated: Cecil Mack Job Position: Supervisor (Lt.)
 Date Review Initiated: 2/9/2010 Date Review Completed: 2/9/2010

PERFORMANCE CRITERIA 1 – Performance Evaluation Process

Rate performance in this Criteria as follows:

- 1 Unsatisfactory
- 2 Marginal – needs improvement
- 3 Meets minimum requirements and expectations
- 4 Meets and slightly exceeds requirements and expectations
- 5 Meets and exceeds requirements and expectations

<u>SCOPE</u>	<u>OBJECTIVES</u>
The scope of this criteria is to evaluate Performance Reviews.	(1) Review the individual supervisor's performance evaluation. (2) Review the quality of the performance reviews the supervisor provides for the personnel they supervise.

REQUIREMENTS	Note Completion of Criteria and Comments that Support Score (reference the specific issue)	Score
1.1 Review supervisor performance for high level, adequate level, and low level performance. Note issues of low level performance in particular.		2
1.2 Review supervisor feedback to subordinates – positive, negative, objective, balanced, etc.		3
1.3 Review supervisor rating of subordinates – rating of team balanced, not skewed, provides specific feedback		2
1.4 Review performance observations – look at both positive and negative performance		2

Project Manager:

Signature

Date

Operations Coordinator:

Signature

Date

Training Coordinator:

Signature

Date

Leadership Development Manager:

Signature

Date



REGULATED SECURITY SOLUTIONS
Supervisor Effectiveness Program

Name of Person Evaluated: Cecil Mack Job Position: Supervisor (Lt)

Date Review Initiated: _____ Date Review Completed: _____

PERFORMANCE CRITERIA 2 – Development of Personnel
Rate performance in this Criteria as follows:
1 Unsatisfactory
2 Marginal – needs improvement
3 Meets minimum requirements and expectations
4 Meets and slightly exceeds requirements and expectations
5 Meets and exceeds requirements and expectations

SCOPE	OBJECTIVES
The scope of this criteria is to evaluate the documented activities performed by supervisors to provide development to their subordinates.	(1) Review appropriate training records. (2) Review other documentation that captures development activity performed by supervisors.

REQUIREMENTS	Note Completion of Criteria and Comments that Support Score (reference the specific issue)	Score
2.1 Supervisor completed all assigned training or development tasks for development of subordinates.		2
2.2 Supervisor developed or presented training or development to address individual or team issues		2
2.3 Supervisor provided coaching or counseling to improve performance.		2

Project Manager:

Signature

Date

Operations Coordinator:

Signature

Date

Training Coordinator:

Signature

Date

Leadership Development Manager:

Signature

Date



REGULATED SECURITY SOLUTIONS Supervisor Effectiveness Program

Name of Person Evaluated: Cecil Mack Job Position: Supervisor (Lt.)

Date Review Initiated: _____ Date Review Completed: _____

PERFORMANCE CRITERIA 3 -- Team Performance

Rate performance in this Criteria as follows:

- 1 Unsatisfactory
- 2 Marginal -- needs improvement
- 3 Meets minimum requirements and expectations
- 4 Meets and slightly exceeds requirements and expectations
- 5 Meets and exceeds requirements and expectations

SCOPE

The scope of this criteria is to evaluate the overall performance of the team of subordinates.

OBJECTIVES

- (1) Review performance records of the group of people that the supervisor lead.
- (2) Identify team performance trends both positive and negative.

REQUIREMENTS	Note Completion of Criteria and Comments that Support Score (reference the specific issue)	Score
3.1 Review team personnel records for positive or above expectations performance.		2
3.2 Review team personnel records for disciplinary issues or trend.		2
3.3 Evaluate overall team performance.		2

Project Manager: _____

Signature

_____ Date

Operations Coordinator: _____

Signature

_____ Date

Training Coordinator: _____

Signature

_____ Date

Leadership Development Manager: _____

Signature

_____ Date



REGULATED SECURITY SOLUTIONS Supervisor Effectiveness Program

Name of Person Evaluated: Cecil Mack Job Position: Supervisor (Lt.)

Date Review Initiated: _____ Date Review Completed: _____

PERFORMANCE CRITERIA 4 – Assessment Results and Progress on Development

Rate performance in this Criteria as follows:

- 1 Unsatisfactory
- 2 Marginal – needs improvement
- 3 Meets minimum requirements and expectations
- 4 Meets and slightly exceeds requirements and expectations
- 5 Meets and exceeds requirements and expectations

SCOPE

The scope of this criteria is to evaluate the results of various assessment tools used to identify leadership and supervisory knowledge and skills.

OBJECTIVES

- (1) Review assessment results
- (2) Review progress on individual development plans

REQUIREMENTS	Note Completion of Criteria and Comments that Support Score (reference the specific issue)	Score
4.1 Review results of Management Development Questionnaire – look for scores consistently 4 and below		2
4.2 Review results of DDI Interview – look for consistently low ratings		2
4.3 Review progress on Individual Development Plan – how much has been done depending on when issued		2

Project Manager:

Signature

Date

Operations Coordinator:

Signature

Date

Training Coordinator:

Signature

Date

Leadership Development Manager:

Signature

Date



REGULATED SECURITY SOLUTIONS Supervisor Effectiveness Program

Name of Person Evaluated: Cecil Mack Job Position: Supervisor (Lt.)
Date Review Initiated: _____ Date Review Completed: _____

PERFORMANCE CRITERIA 5 - Training

Rate performance in this Criteria as follows:

- 1 Unsatisfactory
- 2 Marginal - needs improvement
- 3 Meets minimum requirements and expectations
- 4 Meets and slightly exceeds requirements and expectations
- 5 Meets and exceeds requirements and expectations

SCOPE

The scope of this criteria is to evaluate the satisfactory completion of training and qualifications.

OBJECTIVES

- (1) Review training records for satisfactory or above completion of training.
- (2) Review training records for de-certifications and/or remedial training.

REQUIREMENTS	Note Completion of Criteria and Comments that Support Score (reference the specific issue)	Score
5.1 Review training records for completion of training - is it consistently at a high level or consistently at near minimum passing.		3
5.2 Review training records for satisfactory completion of the following: - New Hire Supervisor - Leadership Development Program - Voluntary Harvard online courses - Other supervisory training programs - Training and Qualification requirements		3
5.3 Review records for de-certification and/or remedial training - note problem skills areas and any consistent trend of failure.		2

Project Manager:

Signature

Date

Operations Coordinator:

Signature

Date

Training Coordinator:

Signature

Date

Leadership Development Manager:

Signature

Date



REGULATED SECURITY SOLUTIONS Supervisor Effectiveness Program

Name of Person Evaluated: Kimberly Millsbaugh Job Position: Supervisor (Lt.)
Date Review Initiated: 2/9/2010 Date Review Completed: 2/9/2010

PERFORMANCE CRITERIA 1 – Performance Evaluation Process

Rate performance in this Criteria as follows:

- 1 Unsatisfactory
- 2 Marginal – needs improvement
- 3 Meets minimum requirements and expectations
- 4 Meets and slightly exceeds requirements and expectations
- 5 Meets and exceeds requirements and expectations

SCOPE

The scope of this criteria is to evaluate Performance Reviews.

OBJECTIVES

- (1) Review the individual supervisor's performance evaluation.
- (2) Review the quality of the performance reviews the supervisor provides for the personnel they supervise.

REQUIREMENTS	Note Completion of Criteria and Comments that Support Score (reference the specific issue)	Score
1.1 Review supervisor performance for high level, adequate level, and low level performance. Note issues of low level performance in particular.		2
1.2 Review supervisor feedback to subordinates – positive, negative, objective, balanced, etc.		2
1.3 Review supervisor rating of subordinates – rating of team balanced, not skewed, provides specific feedback		2
1.4 Review performance observations – look at both positive and negative performance		2

Project Manager:

Signature

Date

Operations Coordinator:

Signature

Date

Training Coordinator:

Signature

Date

Leadership Development Manager:

Signature

Date



REGULATED SECURITY SOLUTIONS Supervisor Effectiveness Program

Name of Person Evaluated: Kimberly Millsbaugh Job Position: Supervisor (Lt.)

Date Review Initiated: _____ Date Review Completed: _____

PERFORMANCE CRITERIA 2 – Development of Personnel

Rate performance in this Criteria as follows:

- 1 Unsatisfactory
- 2 Marginal – needs improvement
- 3 Meets minimum requirements and expectations
- 4 Meets and slightly exceeds requirements and expectations
- 5 Meets and exceeds requirements and expectations

SCOPE

The scope of this criteria is to evaluate the documented activities performed by supervisors to provide development to their subordinates.

OBJECTIVES

- (1) Review appropriate training records.
- (2) Review other documentation that captures development activity performed by supervisors.

REQUIREMENTS	Note Completion of Criteria and Comments that Support Score (reference the specific issue)	Score
2.1 Supervisor completed all assigned training or development tasks for development of subordinates.		1
2.2 Supervisor developed or presented training or development to address individual or team issues		1
2.3 Supervisor provided coaching or counseling to improve performance.		1

Project Manager:

Signature

Date

Operations Coordinator:

Signature

Date

Training Coordinator:

Signature

Date

Leadership Development Manager:

Signature

Date



REGULATED SECURITY SOLUTIONS Supervisor Effectiveness Program

Name of Person Evaluated: Kimberly Millspaugh Job Position: Supervisor (Lt.)
Date Review Initiated: _____ Date Review Completed: _____

PERFORMANCE CRITERIA 3 – Team Performance

Rate performance in this Criteria as follows:

- 1 Unsatisfactory
- 2 Marginal – needs improvement
- 3 Meets minimum requirements and expectations
- 4 Meets and slightly exceeds requirements and expectations
- 5 Meets and exceeds requirements and expectations

SCOPE

The scope of this criteria is to evaluate the overall performance of the team of subordinates.

OBJECTIVES

- (1) Review performance records of the group of people that the supervisor lead.
- (2) Identify team performance trends both positive and negative.

REQUIREMENTS	Note Completion of Criteria and Comments that Support Score (reference the specific issue)	Score
3.1 Review team personnel records for positive or above expectations performance.		2
3.2 Review team personnel records for disciplinary issues or trend.		2
3.3 Evaluate overall team performance.		2

Project Manager:

Signature

Date

Operations Coordinator:

Signature

Date

Training Coordinator:

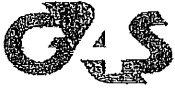
Signature

Date

Leadership Development Manager:

Signature

Date



REGULATED SECURITY SOLUTIONS

Supervisor Effectiveness Program

Name of Person Evaluated: Kimberly Millsbaugh Job Position: Supervisor (Lt.)

Date Review Initiated: _____ Date Review Completed: _____

PERFORMANCE CRITERIA 4 – Assessment Results and Progress on Development

Rate performance in this Criteria as follows:

- 1 Unsatisfactory
- 2 Marginal – needs improvement
- 3 Meets minimum requirements and expectations
- 4 Meets and slightly exceeds requirements and expectations
- 5 Meets and exceeds requirements and expectations

SCOPE

The scope of this criteria is to evaluate the results of various assessment tools used to identify leadership and supervisory knowledge and skills.

OBJECTIVES

- (1) Review assessment results
- (2) Review progress on individual development plans

REQUIREMENTS	Note Completion of Criteria and Comments that Support Score (reference the specific issue)	Score
4.1 Review results of Management Development Questionnaire – look for scores consistently 4 and below		2
4.2 Review results of DDI Interview – look for consistently low ratings		2
4.3 Review progress on Individual Development Plan – how much has been done depending on when issued		2

Project Manager:

Signature

Date

Operations Coordinator:

Signature

Date

Training Coordinator:

Signature

Date

Leadership Development Manager:

Signature

Date



REGULATED SECURITY SOLUTIONS
Supervisor Effectiveness Program

Name of Person Evaluated: Kimberly Millsbaugh Job Position: Supervisor (Lt.)

Date Review Initiated: _____ Date Review Completed: _____

PERFORMANCE CRITERIA 5 – Training
Rate performance in this Criteria as follows:
1 Unsatisfactory
2 Marginal – needs improvement
3 Meets minimum requirements and expectations
4 Meets and slightly exceeds requirements and expectations
5 Meets and exceeds requirements and expectations

SCOPE	OBJECTIVES
The scope of this criteria is to evaluate the satisfactory completion of training and qualifications.	(1) Review training records for satisfactory or above completion of training. (2) Review training records for de-certifications and/or remedial training.

REQUIREMENTS	Note Completion of Criteria and Comments that Support Score (reference the specific issue)	Score
5.1 Review training records for completion of training – is it consistently at a high level or consistently at near minimum passing.		2
5.2 Review training records for satisfactory completion of the following: - New Hire Supervisor - Leadership Development Program - Voluntary Harvard online courses - Other supervisory training programs - Training and Qualification requirements		1
5.3 Review records for de-certification and/or remedial training – note problem skills areas and any consistent trend of failure.		2

Project Manager:

Operations Coordinator:

Training Coordinator:

Leadership Development Manager:

_____	Signature	_____	Date
_____	Signature	_____	Date
_____	Signature	_____	Date
_____	Signature	_____	Date



Name of Person Evaluated: Kathy Bryant		Job Position: Access Control Technician	
Date Review Initiated: 2/20/2010		Date Review Completed: 2/22/2010	
Leadership Effectiveness Criteria			
Rate performance in this criteria as follows:			
1 Unsatisfactory			
2 Marginal – needs improvement			
3 Meets minimum requirements and expectations			
4 Meets and slightly exceeds requirements and expectations			
5 Meets and exceeds requirements and expectations			
SCOPE		OBJECTIVES	
The scope of these criteria is to evaluate performance.		(1) Review the individual supervisor's 360 direct report feedback. (2) Review tools (MDQ/360 Feedback) for areas that impact leadership effectiveness (3) Direct Observation	
REQUIREMENTS	Note Completion of Criteria and Comments that Support Score (reference the specific issue)		Score
1 Review effectiveness Overall, what behaviors, characteristics and competencies describe this employee's performance?	<p>Kathy's job is to: badge new employees, make badges, implement the monthly 31-day review (BOP) report for every dept., inspect and verify backgrounds checks for clearance, fingerprint, clear visitors for access to the Plant and other supporting activities. The problem is how she completes her tasks. According to recent client feedback, Kathy:</p> <ol style="list-style-type: none"> 1. Makes excessive phone calls. Kathy confirms that she phones her children "every day" on company time using company resources. These calls are also long distance. 2. Conducts Avon representative business online while customers wait. 3. Incomplete badging checklist (while checking off the boxes as complete) shows lack of attention to detail. Fortunately, these are minor details. However, lack of attention to detail could lead to regulatory non-compliance. 4. Kathy states that "the rules are different for her" but, could not provide any specific dates, times, or details when this occurred. This raises the issue of Kathy's inability to communicate and resolve issues. 5. Kathy also states on (02/23/10) that "about a month ago" she started "black book" of wrongs done against her because, according to Kathy, "we have no protection." RSS management advised her to bring these concerns to us or to an appropriate source for resolution (ECP, HR, etc.). NOTE: During previous discussions about her performance (July/Oct, 2009) Kathy voiced vague concerns but, could not provide details when questioned. Since then, Kathy has not raised any specific concerns to RSS management. 		1
2 Customer Service	A large part of Kathy's job is customer service. Specifically, Kathy helps managers and assistants with ACX program and requirements to get their people in. Client reports "Kathy is rude" and short-tempered in performing her duties. "It is not unusual for a person to sit and wait in the lobby for no reason." Their badging paperwork sits in the inbox stack while Kathy and another worker; have non-work-related discussions while the customer is ignored. Kathy does not demonstrate desired customer service behaviors.		1
3 Contributes to High Team Performance Is dedicated to meeting the expectations and requirements of internal and external customers.	The client has requested to be notified when employees leave the badging office. However, Kathy leaves without telling anyone where she is going and is vague about her return date/time. This is discourteous to fellow workers who wait for her return and supports the client's claim of "insubordination." The latest example occurred on 02/22/10. Kathy left at 10:00 am for an 11:00 am medical appointment. The client stated that she (Kathy) would return "later." At 4:30 pm, the client phoned Kathy on her cell phone – but, Kathy could not be reached. During work hours, RSS employees are accountable to their management for their actions. Kathy also did not report her medical appointment to her immediate supervisor, the Project Manager. This lack of concern for the client and RSS management repeats a previous pattern of rudeness and lack of consideration for others (See memo 10/14/2009). At that time, Kathy received strong coaching from the Leadership Development Manager to change her behavior.		1
Project Manager:			
Signature		Date	
Operations Coordinator:			
Signature		Date	
Training Coordinator:			
Signature		Date	
Leadership Development Manager:			
Signature		Date	



Name of Person Evaluated: Roy McCloud		Job Position: Training Coordinator/Lead Trainer	
Date Review Initiated: 2/20/2010		Date Review Completed: 2/22/2010	
Leadership Effectiveness Criteria			
Rate performance in this criteria as follows:			
1 Unsatisfactory			
2 Marginal – needs improvement			
3 Meets minimum requirements and expectations			
4 Meets and slightly exceeds requirements and expectations			
5 Meets and exceeds requirements and expectations			
SCOPE		OBJECTIVES	
The scope of these criteria is to evaluate Leadership Effectiveness.		(1) Review the individual supervisor's 360 direct report feedback. (2) Review tools (MDQ/360 Feedback) for areas that impact leadership effectiveness (3) Direct Observation	
REQUIREMENTS	Note Completion of Criteria and Comments that Support Score (reference the specific issue)		Score
1 Review supervisor effectiveness Overall, what behaviors, characteristics and competencies describe this leader?	Was demoted due to performance problems – Does not consistently hit targets and objectives. Doesn't produce results across a variety of situations Betrayal of trust – Fails to follow through on promises; leaves people waiting for delivery; says one thing and means or does another; is inconsistent and unpredictable at times; moves on to another task without completing the prior task. Is not credible. Examples: 1. Repeated requests by client for 3-year plan (Finally completed by LDM) 2. PM - asked for written training schedule (not done) 3. Per Training Coordinator/LDM at Point Beach - Roy gives "shallow" responses when asked training topics; overlooks important details; doesn't seem to care. Limited to no follow-up with assignment; lacks depth 4. PM and LDM both micro-manage deliverables to ensure on-time delivery; limited participation in training team meetings (meetings still on hold due to FOF & 5-week training rotation). When questioned on due dates, can't get direct answers. Makes excuses for not getting results. Doesn't use proper planning devices to track deliverables and due dates. A Performance Improvement Plan (PIP) failed to produce desired results		1
2 Organizing Can marshal resources to get things done; orchestrates multiple activities at once to accomplish goals, arranges information (charts, graphs, etc.) in a useful manner so that management can make effective and timely decisions.	Roy often fails to consider the business side of training. Lack of planning and attention to detail has cost company extra dollars. Example: Missed deadline cost customer overtime (new hire training June, 2009). Client and Project Manager were informed during open forums (alignment meetings) after Roy failed to take earlier action. No regularly scheduled team meetings (even though Trainers made frequent requests) LDM initiates and holds team meetings. During 5-week training cycle, participants often complain about the lack of structure (schedule, learning activities, time-frames) and disorganization of the training week. These items are often discussed during the training meetings with little change. Cannot display large amounts of data in a picture with summary to convey meaning. This causes time delays and inefficiency.		1
3 Sets High Standards for Team Performance Is dedicated to meeting the expectations and requirements of internal and external customers.	Recently, Roy took Safeguards material home with him and was suspended for several days. This is an example of "political missteps" as Roy doesn't set a good example for his team. Roy often states, "That's not how we do things around here" and lacks application of innovation and new ideas per customer requirements. He doesn't seek input; lacks curiosity about new things, and does not use feedback to improve personal learning. Is closed to learning new training technique and methods and new leadership approaches. Doesn't use criticism as a chance to learn, denies mistakes and faults, rationalizes away failures. A fine range instructor, Roy relies on this single strength for performance and career progression; acts as if he can make it all the way on this strength. Doesn't see the big picture/ think strategically. Is a poor administrator – has low detail-orientation; lets things fall through the cracks and forgets undocumented commitments; scrambles to pull things together at last minute and moves on without completing tasks.		1

Project Manager:		
Signature		Date
Operations Coordinator:		
Signature		Date
Training Coordinator:		
Signature		Date
Leadership Development Manager:		
Signature		Date